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I am always honored to be the editor in chief of TOJNED. The guest editors of April, 2024 issue are Assoc. Prof. Dr. Nesrin Akıncı Çötok and Assoc. Prof. Dr. Mustafa Oztunc. Many persons gave their valuable contributions for this issue.

TOJNED and Sakarya University will organize the INTE-2024 (www.int-e.net) in August, 2024 in Boston, USA.

Call for Papers

TOJNED invites article contributions. Submitted articles should be about all aspects of teacher education and may address assessment, attitudes, beliefs, curriculum, equity, research, translating research into practice, learning theory, alternative conceptions, socio-cultural issues, special populations, and integration of subjects. The articles should also discuss the perspectives of students, teachers, school administrators and communities.

The articles should be original, unpublished, and not in consideration for publication elsewhere at the time of submission to TOJNED.
For any suggestions and comments on the international online journal TOJNED, please do not hesitate to send email.

April 01, 2024

Editor,
Prof. Dr. Aytekin İŞMAN
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DETERMINING THE SATISFACTION STATUS OF PATIENTS IN THE INTERNAL MEDICINE INTENSIVE CARE UNIT WITH NURSING CARE

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ABSTRACT
This study, which examines the satisfaction of patients hospitalized in the internal medicine intensive care unit with nursing care, was designed as a quantitative research. The population of the study consisted of patients hospitalized in the internal medicine intensive care unit in public/private hospitals in the Turkish Republic of Northern Cyprus (TRNC) between 01.01.2023 and 01.05.2023. The sample consisted of 278 patients who volunteered to participate in the study. The Newcastle Satisfaction with Nursing Care Scale was used to evaluate the quality of nursing care in the hospital. The data obtained were analyzed with SPSS for Windows 28.0 package program. At the end of the study; satisfaction levels were given according to nursing care parameters. It was determined that the majority of the patients were "satisfied and very satisfied" with the care they received. The highest mean level of "satisfaction" was found to be with "the nurses' respect for your privacy", whereas the lowest level of satisfaction was found to be with "the amount of freedom given to you in the ward". It was seen that the difference between the groups in the scores of the Satisfaction with Nursing Care Scale according to gender was significant. According to this, it can be said that the satisfaction status of female patients is higher than male patients. It was seen that the difference between the groups according to the age of the scale scores was not significant. It was seen that the difference between groups according to marital status of the scale scores was significant. Accordingly, it can be said that the satisfaction level of married patients is higher than single patients. It was seen that the difference between groups according to the educational level of the Satisfaction with Nursing Care Scale scores was significant. Accordingly, it can be said that the satisfaction level of patients with a master's degree is higher than that of patients with other education levels. It is seen that as the level of education increases, the level of satisfaction also increases. On the other hand, it was observed that the difference between the scale scores according to occupation was not significant. In addition, it was seen that the difference between the groups according to the previous hospitalization status of the scale scores was not significant.
Keywords: Internal medicine, Intensive care, Patient, Nurse, Satisfaction.

Introduction
Problem
Internal medicine busy care in the unit lying down patients nursing in terms of satisfaction situations, many to the factor connected aspect It changes. Nurses with patient effective communication establishment , patients your concerns to listen And understand , clear And understandable One way relating to doctorate information to give It is important . sick and family treatment process about informed , planned procedures , treatment methods like clear information on relevant topics , doctor by by taking to the patient Giving patient satisfaction increases (Aktaş and Arabacı, 2016) .

patients emotional your needs aware be them _ comfort And to support It is important. of nurses with patients empathy establishing , understanding And kind to be , emotional support to provide and patient focused One approach Demonstrating patient satisfaction positive effects (Onganer et al., 2014) . Patients , busy care in the unit trustworthy And comfortable to feel whether...or . Cleanliness , hygiene , noise control like factors ensuring patient comfort increases . Additionally , patient safety for   suitable measures receiving And infection under control attention It is also important to do so (Akalın, 2005) .

Busy care units , multidisciplinary One team his work requires . of nurses other health with its employees effective One way communication establishment , collaboration to do And coordination inside work , patient care effective And productive One way execution provides . Busy care patients often with pain struggle (Ozkan, 2017). Of nurses the pain effective One way assessment, appropriate pain management strategies application And patients to relax to provide It is important. Of nurses patients and their families treatment to the process including, patient education to ensure and the patient is discharged when continue will care And treatment about informative resources to present It is important (Yınal, Kalkan et al., Çakici, 2022). Sick and family of treatment

at home to do the one which in the section by being informed And by being trained to treatment active participation, patient satisfaction increases (Kara, 2007) . Patient satisfaction, patients experiences and to your expectations connected aspect It changes. Every patient is different and needs difference shows. Therefore, nurses individualized one approach to adopt and patients special needs to understand It is important. Patients back notifications listen, dissatisfaction in cases problems to solve and improvements It is also important to do (Kummbasar, 2016). Additionally , patient satisfaction to evaluate for   surveys And back notification mechanisms is used . patients , nursing with care relating to your thoughts And experiences to share encouragement is done . this back notifications , nursing services improving And more Good a patient experience by providing important informations get is done And to the patient positive contribution provides (Akdere et al., 2020).

Conclusion as , internal medicine busy care in the unit lying down patients nursing in terms of satisfaction situations , communication , empathy , security , comfort , team work , pain management and patient education like to factors It depends . Nurses are patient- oriented One approach exhibit , patients to your needs sensitive to be And effective One communication establishing , patients your satisfaction increases And more positive One health experience provides .

Aim
The aim of this study is to determine the satisfaction level of nursing care patients in the internal medicine intensive care unit.

Hypotheses
The research hypotheses are given below:

H_1: Patients' gender and $_{satisfaction}$ with nursing care There is a significant relationship between

H_2: Patients' age and $_{satisfaction}$ with nursing care There is a significant relationship between .

H_3: : Patients' marital status and satisfaction with nursing care There is a significant relationship between

H_4: Patients' satisfaction with education level and nursing care There is a significant relationship between

H_5: Patients' satisfaction with their profession and nursing care There is a significant relationship between

H_6: Patients' satisfaction with previous hospitalization and $_{nursing\ care}$ There is a significant relationship between

Assumptions
The assumptions of the research are listed below;
- The method preferred in the research was assumed to be suitable for the purpose of the research.
- The scales and questions chosen to collect data were assumed to be reliable and valid.
- The data obtained were assumed to be valid and reliable.

Researched Areas
This research; In the Turkish Republic of Northern Cyprus (TRNC) It is limited to patients hospitalized in the internal medicine intensive care unit in public/private hospitals between 01.01.2023 and 01.05.2023 . The resources used and the scale questions were limited to the participants to whom the survey was applied.

Definitions
Intensive care unit (Intensive resort unit): It is one of the medical units and is a department where patients with serious health problems or life-threatening conditions are intensively followed, treated and monitored (Orucu and Geyik, 2008).

Internal medicine intensive care unit: The care unit is an intensive care unit specialized in internal medicine (Hintistan et al., 2009).

Patient: It refers to a person who has a health problem or illness (Atıcı, 2007) .

Nurse satisfaction: It expresses the level of satisfaction of patients with the care service provided by nurses (Gülen and Zaybak, 2023) .

Importance of the Study
Nurses in intensive care units constantly monitor patients' vital signs (pulse, blood pressure, respiratory rate, body temperature, blood oxygen value, etc.) and other vital functions. Additionally, it performs the correct use and management of medical devices such as respirators, heart monitors, enteral or parenteral nutrition systems for patients in intensive care units. Nurses also plan patients' medication treatments, administer medications in the correct doses and on time, and perform smart medication administration. They work carefully to prevent medication errors, keeping patient safety at the forefront. Intensive care nurses ensure the comfort and hygiene of patients, take precautions to prevent bedsores, and assist with patient posture . Additionally, they communicate with patients and their families, providing them with information about the treatment process and

providing support such as a social worker. Based on all this information, it is thought that this study will not only contribute to other colleagues but also guide nurses in achieving its goal.

Conceptual Framework
Intensive Care and Intensive Care Unit
Busy care (MS), serious diseases or injuries because of vital functions unable to sustain patients busy surveillance , treatment And of your care is provided One health service is the area . Busy care units (ICU) are usually in hospitals is found And high to technology owner medical with equipment is equipped . Busy care , life threatening who makes situations managing vital functions to support And patients improvement to their processes helper to be for the purpose of It was designed (Güler , 2018). Busy care patients Generally severe respiratory distress , serious heart failure , organ failure , severe burns , intense surgical operations post- or serious infections like with situations they apply (Kutlu, 2000).

Busy care process , patients on both physical and psychological to the effects owner it could be . patients , long duration bed rest , mechanical ventilation or other invasive transactions due to muscle weakness , joint hardness And coordination problems like physically problems They can live . Therefore , physiotherapists _ And work therapists , patients your strength And movement ability again to win helper It is possible . Speech therapists , respiratory support area to patients respiratory exercises And speech rehabilitation provides . Busy care process Moreover in patients anxiety , depression , trauma post- stress disorder And other psychological Problems are also on the way can open . psychosocial support And consultancy services , patients And their families This tough by process start over to come out helper It is possible . psychologists or psychiatrists , patients emotional their kindness supports And when necessary medicine treatment provides (Foreword, 2013).

Busy care of the process Then , patients discharged to be made or more low One care to the level to pass may be required . At this stage , follow-up services It is important . patients organised checks , medication management , health of their situation monitoring And when necessary support ensuring is provided . In this process , patients and family , health with his team partnership by doing improvement in the process to the requirements suitable way is directed . Busy care , vital danger supply who makes situations to manage for critical One health service presents . However , this period same in time patients And families for stressful And compelling it could be . Therefore , patients and family for holistic One approach should be adopted , information , communication And support must be provided . Busy care units , expertise , technology And experience requiring One team his work requires And patients health their situation to improve for various disciplines between partnership does (Özdemir and Biçer 2019).

Patient Satisfaction
Patient satisfaction can be defined as the harmony between the patient's expectations and perception of the services during the treatment process. However, it should not be forgotten that diversity in the field of health also manifests itself in expectations, and it should be remembered that different expectations make satisfaction difficult. Different expectations and wishes should not be ignored, but everything that needs to be done is for the treatment and well-being of the patient, there should be no other expectations. The biggest disadvantage of health services compared to other branches of service is that it is a field that does not accept errors, is of vital importance and requires advanced expertise, and the buyer of the service has insufficient knowledge about the service he receives. In the health sector, it is very difficult for patients to make scientific or technical evaluations of the service and its providers, both during the service delivery and after benefiting from the service. Since technical quality cannot be made by the consumer society, technical quality evaluation in health care services remains among the experts (Kamakshaiah and Venugopal , 2018). In other words, in the field of health, since the patient does not have sufficient knowledge and skills about his health, he cannot decide what kind of treatment or examination will benefit him, or cannot participate consciously in the decision. Technical and scientific quality in the field of health is related to the abilities of personnel to demonstrate their knowledge. For example; Issues such as a physician's presentation of knowledge in the clinic or during an operation, a nurse's understanding of the diagnosis, recognition of medications, a laboratory technician's ability to perform and transmit tests, infection rates, and the duration of a patient's hospital stay are within the scope of technical quality (Devebakan , Aksaraylı 2003).

In healthcare institutions, patient satisfaction is expressed as providing service above expectations. Considering this statement, it can be seen that two factors determine patient satisfaction. The first element is buyers' expectations. Expectations in healthcare businesses include what patients want to find in the organization in terms of scientific, managerial and behavioral features (Derin and Demirel, 2013). However, these expectations vary depending on the individual's age, gender, education level, socio -economic characteristics and past experiences in the field of health. The second factor that determines patient satisfaction is the individual's

perception of the service he receives. During the evaluation phase of this service, patients differ in terms of their demographic characteristics and experiences. The person who benefits from health services decides whether or not to purchase the same service again, depending on their satisfaction with the service provided. The patient compares his decision with other institutions where he has received treatment before and expresses his satisfaction if he is satisfied. (Kavuncubaşı 2000).

Method
Research Model
This study was designed as research. The relational screening model, which is considered as a research method, was used in the study. The relational screening model is one of the research methods and is used by the researcher to examine the relationships between variables. In this model, the researcher conducts statistical analysis to determine the relationship between two or more variables and explain this relationship. In the relational screening model, the researcher determines variables on the basis of a hypothesis or research question and collects data to test the relationship between these variables (Karasar , 2011).

Sampling Method
The population of the research is in the Turkish Republic of Northern Cyprus (TRNC). It consisted of patients hospitalized in the internal medicine intensive care unit in public/private hospitals between 01.01.2023 and 01.05.2023. The purpose of the study was selected using the sampling method. In this method, researchers determine and select the sample in line with the sampling objectives and research questions (Kılbaş and Cevahir, 2023). The sample consisted of 278 patients who volunteered to participate in the study.

Collection of Data
Newcastle test used to evaluate the quality of nursing care in hospitals. Satisfaction with Nursing Care Scale (NHMSS), Thomas et al. (1996) by evaluating, through individual and group-based interviews, how 150 patients hospitalized in internal medicine and surgery clinics in a hospital in England perceived nursing care as "good" or "bad". In their study to measure patients' satisfaction with nursing care, Walsh and Walsh (1999) tested the use of NHBMS in practice and stated that using NHBMS to create nursing standards is a useful measurement tool. With NHBMS, the patient's satisfaction with nursing care is evaluated as long as he stays in the patient room. Patients describe their satisfaction with various aspects of nursing care using a 19-item, 5-point Likert scale. In the scoring used to determine the degree of satisfaction; The following statements are included: "1- I was not at all satisfied," 2- "I was rarely satisfied," 3- "I was satisfied," 4- "I was very satisfied," 5- "I was completely satisfied." In our country, Uzun studied 280 patients in 2003 and concluded that the scale can be safely applied to Turkish people and surgical patients. Chronbach's alpha coefficient of the Nursing Care Satisfaction Scale was determined as r = 0.94 (Uzun, 2003).

Analysis Method
In this study, which examined the satisfaction levels of nursing care patients in the internal medicine intensive care unit, the data obtained as a result of the application of measurement tools for the size were analyzed with the SPSS for Windows 28.0 package program.

Percentage, frequency, mean and standard deviation statistics were used to determine the descriptive characteristics of the findings regarding demographic variables. Reliability analysis of the scales was applied. Kruskall Wallis test was applied when comparing the scale scores according to age and educational status variables . In case of differences, Mann Whitney U tests with Bonferroni correction were used.

The error rate (α=0.05) was determined in all tests, and the difference between comparisons was considered statistically significant when $p<0.05$. Ms -Excel 2010 and SPSS Statistics 28.0 were used for statistical analysis and calculations .

Findings

Demographic Information of Participants
Table 1. Frequency and Percentage Values of Participants' Demographic Variables

		N	%
Gender	Woman	127	45.0
	Male	155	55.0
Age	22-30 years old	11th	3.9

	31-40 years old	52	18.4
	41-50 years old	88	31.2
	51+ years old	131	46.5
marital status	Married	191	67.7
	Single	91	32.3
Educational background	Primary-Secondary Education	63	22.3
	High school	140	49.6
	Licence	39	13.8
	Degree	40	14.2
Job	Employee	57	20.2
	Officer	26	9.2
	Housewife	90	31.9
	Small business	13	4.6
	Self-employment	15	5.3
	Retired	70	24.8
	Student	11th	3.9
Previous Hospitalization Status	Yes	245	86.9
	No	37	13.1
	Total	282	100.0

When Table 1 is examined, 55% of the participants are male; 45% are women. 46.5% of the participants are in the age group of 51 and over, while 49.6% are high school graduates. 31.9% of the participants are housewives , 24.8% are retired and 20.2% are workers. It was observed that 86.9% of the participants had been hospitalized before.

Analysis of Satisfaction Status with Nursing Care
Table 2. Distribution of Satisfaction with Nursing Care (N=282)

Nursing Care Parameters	SATISFACTION LEVELS									
	I was not happy at all		I was rarely satisfied		I was satisfied		I was very pleased		I was completely satisfied	
	n	%	n	%	n	%	n	%	n	%
The amount of time nurses devote to you			78	27.7	129	45.7	75	46.6		
Nurses' skill in their work	13	4.6	80	28.4	148	52.5	41	14.5		
Having a nurse nearby to take care of you at all times					190	67.4	92	32.6		
The level of knowledge nurses have about your care			93	33	72	25.5	117	41.5		
Nurses come immediately when you call					190	67.4	92	32.6		
feel like you're at home.			50	17.7	151	53.5	81	28.7		
Ensuring that nurses give you adequate information about your condition and treatment			48	17	157	55.7	77	27.3		
Make sure nurses check you are okay frequently enough			15	5.3	164	58.2	103	36.5		
Nurses helping you					131	46.5	149	52.8	2	0.7

Nursing Care Parameters							
The way nurses explain things to you				127	45	155	55
The way nurses comfort relatives and friends	38	13.5	52	18.4	116	41.1	76.27
Nurses' attitudes towards doing their job		11th	3.9	118	41.8	153	54.3
The adequacy of the information the nurses give you regarding your condition and treatment.		11th	3.9	116	41.1	155	55
treat you like an important person				131	46.5	151	53.5
nurses listen to your concerns and fears				130	46.1	152	53.9
The amount of freedom given to you in the service	126	44.7	156	55.3			
voluntary response to your requests regarding your care and treatment.		16	5.7	169	59.9	97	34.4
Nurses' respect for your privacy		48	17	196	69.5	38	13.5
are aware of your needs regarding your care and treatment		115	40.8	167	59.2		

Satisfaction levels according to nursing care parameters are given in Table 2. It was determined that the majority of patients were "satisfied and very satisfied" with the care they received. The highest average "satisfaction" rate It was observed that the lowest satisfaction was with "The respect that nurses show to your privacy" with 69.5% (n=196), whereas the lowest satisfaction was with "The amount of freedom given to you in the service" with 44.7% (n=126).

4.3. Average Scores of Satisfaction Level with Nursing Care
Table 3 shows the distribution scores of the average scores of satisfaction level with nursing care.

Table 3. Distribution of Average Scores of Satisfaction Level with Nursing Care (N= 282)

Nursing Care Parameters	Minimum	Maximum	mean	Ss .
The amount of time nurses devote to you	2	4	2.9894	0.73781
Nurses' skill in their work	one	4	2.7695	0.74989
Having a nurse nearby to take care of you at all times	3	4	3.3262	0.46967
The level of knowledge nurses have about your care	2	4	3.0851	0.86027
Nurses come immediately when you call	3	4	3.3262	0.46967
feel like you're at home.	2	4	3.1099	0.67384
Ensuring that nurses give you adequate information about your condition and treatment	2	4	3.1028	0.65896
Nurses check you are okay frequently enough	2	4	3.3121	0.56763
Nurses helping you	3	5	3.5426	0.51313
The way nurses explain things to you	3	4	3.5496	0.49841
The way nurses comfort relatives and friends	one	4	2.8156	0.98098
Nurses' attitudes towards doing their job	2	4	3.5035	0.57373

The adequacy of the information the nurses give you regarding your condition and treatment.	2	4	3.5106	0.57364
treat you like an important person	3	4	3.5355	0.49963
nurses listen to your concerns and fears	3	4	3,539	0.49936
The amount of freedom given to you in the service	one	2	1.5532	0.49805
voluntary response to your requests regarding your care and treatment.	2	4	3.2872	0.5651
Nurses' respect for your privacy	2	4	2.9645	0.55208
are aware of your needs regarding your care and treatment	2	3	2.5922	0.4923
Satisfaction Level Score with Nursing Care (Evaluated out of 5)			3.12	0.60

Table 3 shows the average score distribution of satisfaction level with nursing care. Accordingly, the average satisfaction level calculated out of five was determined to be 3.12 ± 0.60. Since I am completely dissatisfied was scored as "1" and completely satisfied was scored as "5", the highest satisfaction rate (3.5496 ± 0.49) was " The way the nurses explained to you ", whereas the lowest satisfaction rate (1.5532 ± 0.49) was " In the service ". It was determined that the amount of freedom given to you was.

4.4. Descriptive Analyzes Between Demographic Variables and Nursing Care Satisfaction Scale
" H1 : Patient satisfaction with nursing care based on gender The analysis carried out to test the hypothesis " There is a significant relationship between " is given in Table 4.

Table 4. Satisfaction Scale with Nursing Care Comparison of Scores by Gender

Gender	N	Median (IQR)	Group Comparison
Woman	127	60.11 (4.03)	
Male	155	58.84 (2.62)	Z= 30.09; **p=0.000**

p <0.05
Satisfaction with Nursing Care It was tested whether the difference in the scale scores between the groups according to the gender variable was significant or not, and it was found that the difference in the scale scores between the groups according to gender was significant (p <0.05). Accordingly, it can be said that the satisfaction level of female patients is higher than male patients (60.11 ± 4.03). In this case, $_{H1}$ hypothesis was accepted.

In the study, "H2 : Patients' age and satisfaction with nursing care" The analysis performed to test the hypothesis " There is a significant relationship between " is given in Table 5.

Table 5. Satisfaction Scale with Nursing Care Comparison of Scores by Age

Age	n	Median (IQR)	Group Comparison
22-30 years old	11th	60.18 (1.16)	
31-40 years old	52	59.53 (4.51)	
41-50 years old	88	59.62 (2.93)	$\chi^2 = 0.568$; p=0.636
51+ years old	131	59.16 (3.27)	

p >0.05
Satisfaction with Nursing Care It was tested whether the difference in the scale scores between the groups according to the age variable was significant or not, and it was found that the difference in the scale scores

between the groups according to age was not significant (p>0.05). Accordingly, it can be said that the satisfaction levels of patients in all age groups are close to each other. In this case, the H2 hypothesis was rejected.

In the study, "H $_3$: Patients' marital status and satisfaction with nursing care The analysis performed to test the hypothesis "There is a significant relationship between" is given in Table 6.

Table 6. Satisfaction Scale with Nursing Care Comparison of Scores by Marital Status

marital status	n	Median (IQR)	Group Comparison
Married	191	59.83 (3.58)	Z= 7.822; **p=0.006**
Single	91	58.53 (2.73)	

p <0.05

Satisfaction with Nursing Care It was tested whether the difference in the scale scores between the groups according to the marital status variable was significant or not, and it was found that the difference in the scale scores between the groups according to the marital status was significant (p <0.05). Accordingly, it can be said that the satisfaction level of married patients is higher than single patients (59.83 ± 3.58). In this case, H $_3$ hypothesis was accepted.

In the study, "H $_4$: Satisfaction of patients with education level and nursing care The analysis performed to test the hypothesis "There is a significant relationship between" is given in Table 7.

Table 7. Satisfaction Scale with Nursing Care Comparison of Scores by Education Level

education level	n	Median (IQR)	Group Comparison
Primary-Secondary Education	63	58.80 (3.20)	x^2 = 5, 639; **p=0.001**
High school	140	59.75(3.73)	
Licence	39	57.92 (2.15)	
Degree	40	60.62 (2.70)	

p <0.05

Satisfaction with Nursing Care It was tested whether the difference in the scale scores between the groups according to the education level variable was significant or not, and it was seen that the difference between the groups in the scale scores according to the education level was significant (p <0.05). Accordingly, it can be said that the satisfaction level of patients with a master's degree is higher than patients with other education levels (60.62 ± 2.70). It is seen that as the level of education increases, the level of satisfaction also increases. In this case, $_{H4}$ hypothesis was accepted.

In the research, "H $_5$: Satisfaction of patients with their profession and nursing care The analysis performed to test the hypothesis "There is a significant relationship between" is given in Table 8.

Table 8. Satisfaction Scale with Nursing Care Comparison of Scores by Profession

Job	n	Median (IQR)	Group Comparison
Employee	57	59.35 (4.55)	x^2 = 2.564; p=0.20
Officer	26	57.92 (1.29)	
Housewife	90	60.07 (3.48)	
Small business	13	57.15 (0.80)	
Self-employment	15	59.46 (0.74)	
Retired	70	59.45 (3.26)	
Student	11th	60.18 (1.16)	

p >0.05

Satisfaction with Nursing Care It was tested whether the difference in the scale scores between the groups according to the profession variable was significant or not, and it was found that the difference in the scale scores between the groups according to the profession was not significant (p>0.05). In this case, H $_5$ hypothesis was rejected.

In the study, "H $_6$: Patients' satisfaction with previous hospitalization and nursing care The analysis performed to test the hypothesis "There is a significant relationship between" is given in Table 9.

Table 9. Satisfaction Scale with Nursing Care Comparison of Scores According to Previous Hospitalization Status

Previous hospital stay	n	Median (IQR)	Group Comparison
Yes	245	59.31 (3.50)	Z= 5.169; p=0.24
No	37	60.05 (2.41)	

p >0.05

Satisfaction with Nursing Care Previous hospitalization status of the scale scores It was tested whether the difference between the groups was significant according to the variable and the scale scores were determined according to previous hospitalization. It was observed that the difference between groups was not significant (p>0.05). In this case, hypothesis H6 was rejected.

Chapter 5. Conclusion And Recommendations
Conclusion
At the end of this study, which examined the satisfaction levels of nursing care patients in the internal medicine intensive care unit; Satisfaction levels were given according to nursing care parameters. It was determined that the majority of patients were "satisfied and very satisfied" with the care they received. It was observed that the highest level of "satisfaction" average was "With the respect that nurses show to your privacy", whereas the lowest satisfaction was with "The amount of freedom given to you in the service". The average satisfaction level was determined to be 3.12 ± 0.60. Since completely dissatisfied was scored as "1" and completely satisfied as "5", it was determined that the highest satisfaction rate was "The way the nurses explained to you", while the lowest satisfaction rate was "The amount of freedom given to you in the service".

It was observed that the difference between the groups in Nursing Care Satisfaction Scale scores according to gender was significant. Accordingly, it can be said that the satisfaction levels of female patients are higher than male patients. It has been observed that the difference in scale scores between groups according to age is not significant. It was observed that the difference in scale scores between groups according to marital status was significant. Accordingly, it can be said that the satisfaction levels of married patients are higher than single patients.

It was observed that the difference between the groups in the Satisfaction with Nursing Care Scale scores according to the education level was significant. Accordingly, it can be said that the satisfaction level of patients with a master's degree is higher than patients with other education levels. It is seen that as the level of education increases, the level of satisfaction also increases. On the other hand, it was observed that the difference in scale scores between groups according to profession was not significant. In addition, it was observed that the difference in scale scores between groups according to previous hospitalization was not significant.

Suggestions
The following suggestions have been developed to increase the satisfaction of nursing care of patients in the intensive care unit:
- Communication and Empathy: It is important for nurses to communicate effectively with the patient, understand the patient's needs and provide emotional support. Taking time to show empathy to the patient and his family, listening to their concerns and providing open communication can increase satisfaction.
- Patient Safety: Patient safety is of great importance in the intensive care unit. To ensure the safety of patients, nurses must act in accordance with infection prevention protocols, be careful to prevent medication errors, and take measures to reduce the risk of falls.
- Providing Information and Education: Informing patients and their families about the treatment process is among the duties of nurses. Nurses should help patients understand the treatment plan and procedures and provide education about medication use and care instructions.
- Pain Management: Patients in intensive care units often struggle with pain. Nurses must follow pain management protocols, regularly assess patients' pain, and provide appropriate analgesic treatments.
- Comfort and Hygiene: Patients' comfort and hygiene are important. To prevent bedsores, nurses should practice regular turning and changing beds, provide a hygienic environment, and meet the cleaning needs of patients.
- Patient Participation: Active participation of patients in the treatment process can increase satisfaction with nursing care. Nurses should inform patients about treatment options, involve them in decision-making processes, and consider patients' preferences as part of the treatment plan.

- Psychosocial Support: It is important for patients in the intensive care unit to receive psychological and emotional support. Nurses must understand patients' concerns, provide moral and emotional support, and help patients cope with stress and anxiety.

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DIFFUSION OF INNOVATION IN TECHNOLOGICAL PLATFORMS

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ABSTRACT
The research paper aims to extensively investigate how customers of Uber in Jordan have been using innovation in the theory of diffusion. The major purpose researchers noticed is that thediffusion process needs a platform which is peer-to-peer and the balance that is examined on the required difference. The technology platform will be investigating the Uber case if the diffusion process was over to peer balance. Uber is in many countries besides Jordan and is having a robust network which is spreading every time. The purpose of the study is to get the views on technology and innovation from drivers and passengers of Uber, on how diffusion of the technology of innovation has brought efficient services in transport and Uber's business.
The study will use a qualitative research approach through online interviews which constitute a combined 10 participants of both clients of Uber taxis and the drivers. The data instrument data collection method through interviewing participants aims to receive 9 valid responses out of 10 which will be a98.0 per cent response rate.
The expected results on the diffusion of innovation in technological platforms, the Uber cases in Jordan show a significant positive relationship between technological innovation and the Uber users in utilizing the app platform. The findings of the study showed that themajority of Uber taxi users are comfortable with the innovative platforms provided by the organization's services and the convenience at a cost-saving benefit. Above 90.0 per cent of Uber clients had to convince their friends and relatives to use the same services and close to 85.0 per cent of the Uber drivers interviewed online convincingly testified that the services Uber is providing are miles ahead of the ordinary metered taxis as far as innovation and technological advancement is concerned.
Keywords: Diffusion of innovation, Uber, Jordan

Introduction
Efficient urban transportation has become a perennial problem in Jordan's urban cities due to the high cost of meter-reading taxis, which used to charge exorbitant fees to their clients. Meter reading taxis for decades in Jordan had no other competitor, which gave them fertile ground for taxi fare increases whenever they felt it was necessary for them. This study will explore how Uber, as a new product, entered the taxi business in Jordan. The research will also unpack the level of acceptance from the clients, who at first were socially hesitant to switch from the traditional transport system to the newly affordable, efficient, and convenient Uber taxi system.

Diffusion of Innovation in Technological Platforms
Innovation diffusion is the process through which new products are either embraced or rejected by their target markets. It is advantageous for manufacturers and marketers to investigate the elements that influence the success of some products and the failure of others, especially extraordinary products. When something is successfully absorbed into a new concept or social system, as was the case with Jordan's Uber cabs, this is known as diffusion. The process is finished in a series of steps after a set length of time. Usually, one person transfers the procedure to a different one (Ferreira et al., 2021). Diffusion often occurs when a person influences a close friend or relative. At first, not everyone in Jordan felt comfortable switching to and using Uber, therefore some people choose to disregard the innovations and stick with the outdated procedures. The innovation will decrease adoption risk and increase accumulation. However, when the innovation is spread, diffusion will increase. Uber is one of the technological platforms that are spreading because of diffusion. The technological platform was causing the transportation markets to end up not functioning well since the time it appeared. The mobility of urban areas was also affected by the technological platform. People have to deal with the resources available because the transport market was affected. Many countries are now using the Uber network because it is available in most countries. There are platforms like peer-to-peer where users are connected directly. The consumers and drivers are transacted by diffusion, and they end up winning the trade effects. The diffusion is sometimes complicated because of peer-to-peer. The technological

platform of peer-to-peer is facing challenges in designing the system. The clients and supplies must balance so that they bring continuity to the system without collapsing.

Diffusion of innovation

An intriguing case study of how innovation theory is applied is the adoption of Uber in Jordan. The year 2015 saw the launch of Uber in Jordan, and the company has grown significantly since then. The company had more than 80,000 registered users and 3,000 drivers in the country as of 2019 (Jordan Times). The elements of the diffusion of innovation theory can be utilized to analyse the adoption of Uber in Jordan. Uber's ability to provide a more trustworthy and affordable transportation option as compared to traditional taxis is one of its primary advantages in Jordan. Users in Jordan claim that Uber is more comfortable, convenient, and safe than traditional taxis (Lamm and Lamm 2019). In Jordan, Uber complies with customary practices to a rather high degree. Jordanians are early adopters of new technology and are accustomed to ride-sharing services like Careem, which is comparable to Uber in the Middle East (Min et, al, 2019). Due to its integration with frequently used payment methods like credit cards and mobile wallets, Uber is also now more easily accessible to users. In Jordan, Uber is relatively easy to use, and the app is easy to browse. However, there have been some challenges due to language barriers and the need to instruct both drivers and passengers on how to use the platform. Uber's trialability in Jordan has been impeded by regulatory barriers. Due to the government's procrastination in passing new legislation for ride-sharing businesses, there have been clashes with traditional taxi drivers and intermittent service interruptions. Uber is widely known in Jordan thanks to its popularity in big cities and substantial media coverage. This has helped to increase platform utilization and motivate new users to use it. The diffusion of innovation theory can be used to better understand how technology platforms like Uber are being adopted in Jordan (Silva and Jannuzzi, 2019).

Uber

Uber was first made available by the government in the US, later it was done in Jordan. The majority of Uber users are between the ages of 8 and 65, and both drivers and customers routinely use the site. When Uber first arrived in Jordan in 2018, locals there had some time to adapt to the new technological phenomenon, much less adopt it. Innovation is the development of anything new that is more conventional than the status quo. It acts as the starting capital for new projects. When innovation is done, there will be new ideas that are practical and benefit most people in the community. Innovation counts as the new resources that were implemented through ideas and knowledge. However, if innovation is done, new products can be introduced, and many discoveries will be made. At the same time, diffusion is the communication that occurs when innovation is done so that members can share and begin to practice (Min, et, al, 2019). Many researchers utilize the term diffusion. One of the researchers suggested a concept for the process of diffusion and new products. The management of technological platforms and how they develop and spread is called diffusion. Diffusion has many different meanings when a technological platform is old and new technology is replaced; that's diffusion. When a company introduces new systems that are upgraded with technology, it is called diffusion. It can speed up innovation, which can be intense in the market. Sometimes people forget that innovation can be used in small groups, but after some time it can be abandoned because of diffusion. Innovation can have a great impact if it is considered a diffusion process. Members of certain groups can gain innovation and legitimacy, which can also be adopted by the community. Diffusion occurs as a process in society because of process groups, and adoption can occur for individuals. Adoption is a benefit that takes into account the innovation and quality of existing products. After using the product, the potential adopters can innovate it after testing it. The Rodgers adoption curve allows innovation to be done slowly in some sequences that are not permanent. It also allows the pace to be tested in the diffusion process. Members cannot adopt the novelty since they are not permanent according to how they distribute the curve of adopters. The curve of adoption has many segments. They are classified based on how quickly they progress through the adoption process. Innovators are beautiful, and the technology can be tested if it has effective ideas. Other individuals can be influenced by the early adopters' opinions in their communities. Although the early majority represents a large number of people in a group, they are not opinion-makers. Information is needed so that innovation can lead them to make a decision. The late majority can adopt innovation in a normal curve. Some potential adopters cause the curve to accelerate. As soon as this phase passes, the number of adopters will be slowly growing since the majority expands. As time goes on, the diffusion of innovations will start to show a curve showing growth that is slowing down. The innovation will start to move slowly, stabilize, and then fall again. Initially, diffusion occurs in two agents: adopters of innovations and imitators. Many studies are adopted, and the innovations reflect this. The adoption of innovation will occur through the study of potential adopters (Kiesling, et, al, 2012).

Jordan

Jordan is a country in the Middle East, that borders Saudi Arabia, the West Bank, Israel, Syria, and Iraq in addition to itself. Despite having a tiny population of only about 10 million, Jordan has had a significant impact on the region due to its ideal location and strong economic and political influence. Because of its rapidly expanding technology industry in recent years, Jordan is currently the epicentre of innovation and entrepreneurship in the Middle East (World Bank, 2019). The majority of Jordanians first used Uber because of its early adopters, and those who were satisfied with the effectiveness, cost, and convenience of the service eventually notified numerous family members and friends about it. Early adopters and transportation users helped Uber's business grow swiftly, and the transition from the previous, non-app taxi system to the new one occurred without a hitch. Along with several essential components, the allowed technological platforms are taken into consideration. Due to a few things, using technology is permissible. To influence and deal with diffusion, knowledge is necessary. However, researchers take their time to verify if the technological behaviour is performing well. When there is no diffusion of innovation, innovation can reach a dangerous point. People must use innovative technology and adjust to it. The process of classifying people into segments also explained the slow adoption of platforms. The behabehaviourmany individuals are shown by their attitudes, which influence them. There is a theory of behaviours, which is meant to highlight different factors that influence behaviour. Many people find it difficult to show their reality-based behaviour as per the variables. The theory is very well explained and includes many variables that need to be added to the equation. The technological adoption was accepted and developed so that the action of the theory would be adopted. Technological platforms are used as informational sources, and the performance is effective (Min, et, al, 2019). The useful variables are improving their performance because of the technological platforms. Because variables are useful and easy to use, individuals are supposed to expend the effort required for their technological uses. On the factors affecting technological use, there has been an increase in recent years. There are also some limitations on the success of the origination of a technological variable. There are complications with the variables whose power of increment is predicted. Some efforts have been made to develop useful technological platforms. The determination of technological performance is sometimes difficult because the variables used are large. The information and users of technological platforms are classified so that they utilize information. A unified theory of acceptance of the new system of technology. An ideal model can provide half of the available questions. The validation of the model is less considered, and the devotees are very few (Ferreira, 2022). The model is unified to provide an evaluation of how best the technology can be successful. The model of the "Unified Theory of Acceptance and Use of Technology (UTAUT) has the highest assertiveness. The observation explained that the information and technology identified are not possibly identifiable. There is a theory that interferes with how technology can be used and the factors involved. The use of technology is well explained by the models and their variables. The diffusion process is examined and its phases are explained in detail. The diffusion process considers peer-to-peer technological platforms. They can compete by generating the adopters of diffusion.

Adoption of Uber in Jordan

According to Burchart (2011), diffusion in Jordan Uber occurred as a process within its society because of process groups, and people who later on adopted the Uber taxi. Adoption is a benefit that takes into account the innovation and perfection of existing products. After using the product, prospective buyers can improve it. The Rodgers adoption curve makes it possible to implement innovation gradually in some ad hoc sequences. It also makes it possible to monitor the speed of the diffusion process (Rodgers, 2003). Members are unable to adopt the novelty since they are not permanent depending on how they spread out the adoption curve. The adoption curve has numerous sections. They are divided into groups based on how rapidly they move through the adoption process. It is possible to test an innovator's ideas using current technology. Others may be impacted by the early adopters' attitudes in their communities. Even if they make up a sizable fraction of a group, the early majority does not influence opinion. People want information for innovation to lead them to a conclusion. The late majority's adoption of innovation can be modelled using a normal curve. A few potential adopters cause the curve to accelerate. When this phase is finished, the adopters

According to Ferreira et, al, (2021), the innovation of diffusion always encompasses novel technology. The novel technology was limited to the consumer and their variables. Uber also uses novel technologies together with the literature on the diffusion curve. Moreover, technological platforms have users that are more different during different phases of the process. Diffusion is the platform that needs to be balanced and necessary during the process. Other topics will be discussed in depth in the present papers, including the technological process. Diffusion was emphasized, and practical studies were also needed. However, peer-to-peer relationships are regarded as becoming practical. Adoption of diffusion in the technological process is necessary to avoid problems. The implementation of

Uber in the markets of Jordan has been successful and understood by many customers. Some countries are not yet getting technological systems. Various users of the platform technology are not understanding the similarities of the system. There is a gap that is evident in the peer-to-peer diffusion difference. People must research so that they understand diffusion and innovation theories. Some researchers are spreading the innovation theory through systematic literature reviews to the environment. The innovation will become known as time goes on. The users also made a curve that was adopted by the groups (Raynard, 2017). The predisposition toward innovation was used as a risk to advance the users and the majority. Recent research reflected that peer-to-peer platforms were becoming more understood by the public because of the diffusion process. The researchers are having issues with diffusion and a large number of users. Technological innovators have adopted the past of the majority. Consumers have adopted the Uber application and the diffusion platform that were addressed and accepted by the innovation theory. However, the convergent points between the innovations were discussed in a few studies. Authors searched the papers and did not understand the diffusion platform (Silva and Dornelas, 2016). Investigations of the innovation curve have all asked the international database to understand diffusion. Many available studies must explain how they accept technological platforms. Peer-to-peer diffusion is not well measured since there are not enough studies involving the users. The technological platforms were also lacking peer-to-peer balance in the diffusion process. The business networks are free, and there are many consumers and offers from independent individuals. There are facilitators in the business everywhere, amongst the consumers. The business network needs peer-to-peer platforms to balance their relationships; furthermore, the drivers and consumers must have a proper fit and a balance on the peer-to-peer platforms. If there is no balance, the system will collapse. If there is peer-to-peer balance, then the innovation of diffusion will occur between passengers and drivers. Offers between consumers are also part of the diffusion process. The Rodgers curve explains that technological readiness and innovators are among the adopters. If the latecomers and initial majority (Haung et, al, 2020).

Goals and objective

To better understand the factors that affect the adoption and use of mobile phones and the Uber application among Jordanians, the purpose of this research paper is to look into the spread of these technologies in Jordan. More than 75% of the population in Jordan now owns a mobile phone, according to recent statistics, which show a significant increase in the number of mobile phone users in recent years (Jordan Business News, 2021). Similarly to this, ride-sharing services like Uber are becoming more and more common in Jordan, especially among younger generations (Hammoud, 2019).

There are three goals of this research Firstly, Analyze the adoption and use of mobile phones in Jordan at the moment, taking into account the variables that affect the choice to buy a phone as well as the frequency and uses of mobile phones in daily life. This entails comprehending the variables that affect people's choice to buy a mobile phone as well as how frequently and for what uses they use their phones in daily life.

Secondly, investigate the variables that affect the acceptance and use of Uber in Jordan, such as attitudes towards ride-sharing, faith in the provider, and perceptions of the service's affordability and convenience. This includes comprehending how various Jordanian demographic groups have embraced the Uber platform and what factors have influenced this uptake.

Thirdly, look into how the use of mobile phones has affected the use of Uber in Jordan, as well as how they help make it easier to use ride-sharing services and improve customer satisfaction generally. Understanding how ride-sharing services have been adopted and how they are used to improve the general customer experience is part of this.

The adoption of new technologies is influenced by several factors, including the perceived relative advantage, compatibility, complexity, trialability, and observability of the innovation, according to Rogers' diffusion of innovations theory (2003). In the case of mobile phones and Uber in Jordan, these elements might be influenced by regionally specific cultural, economic, and social elements.

According to Statista's most recent statistics (2022), there were more than 111 million Uber users worldwide in 2021. This increase in users has been steady since 2017. Similarly, according to information on the Uber website, Amman and other major cities in Jordan are home to a growing number of Uber users (Uber, 2022). Jordan has experienced significant economic growth recently, according to the World Bank (2022), with a growing middle class and a booming technology industry.

This study will shed light on how widely used mobile devices and ride-sharing services are in Jordan, which may have significant repercussions for the larger Middle Eastern region. This study may help to improve understanding of how technology shapes consumer behaviour in rapidly developing economies by examining the factors that affect the adoption and use of these technologies.

Importance of the study

For several reasons, the study on the spread of innovation in technological platforms in Jordan, with a particular emphasis on the case of Uber, is very important. First, it fills a gap in the literature on how innovations spread in developing nations. Although there has been a lot of research on the diffusion and uptake of technology in developed nations, empirical studies on how technological innovations like Uber have been introduced and taken up in developing nations like Jordan are lacking (Rosenberg, 2017).

Second, the study has applications for decision-makers in government, business professionals, and users of technological platforms. Policymakers can create strategies to support the introduction and spread of cutting-edge platforms like Uber by understanding the elements that encourage or impede the adoption of new technologies. The results of this study can be used by business professionals to inform their business models and expansion plans in emerging markets. The introduction of Uber in Jordan and its effects on the traditional taxi industry and the larger community can also be better understood by users of technological platforms.

Finally, the study contributes to the theoretical understanding of innovation diffusion by analyzing the Uber case in Jordan and revealing new details about the factors that promote or prevent the adoption of technology platforms in developing markets. By shedding light on how contextual factors, such as cultural norms and regulatory frameworks, can affect the diffusion of innovation in technological platforms in emerging markets, the results of this study can add to the body of literature already available on innovation diffusion theory (Damanpour, 2010).

Both theoretically and practically, this study on the diffusion of innovation in technological platforms using Uber as an example in Jordan is essential. By examining the factors that affect the adoption of technological platforms in these markets, this study can assist policymakers, business professionals, and users in effectively promoting and profiting from the introduction of cutting-edge platforms like Uber in emerging markets.

The global transportation industry has undergone a significant transformation as a result of the widespread adoption of innovative technological platforms. Uber is one of the businesses that has had a significant impact on the sector. Uber offers a cutting-edge platform that connects drivers and passengers to access effective and affordable transportation services. This study examines how Uber users in Jordan have applied the theory of diffusion to innovation. The paper specifically examines how the diffusion process has been balanced and whether peer balance has been achieved. Additionally, the study will employ a qualitative research methodology to collect opinions on technology and innovation from Uber drivers and passengers about how the spread of technology has led to efficient services in transportation and Uber's business.

Problem Statement

In many parts of the world, the emergence of technology platforms has completely changed how people communicate, work, and access services. Among these services, Uber stands out as a model of cutting-edge innovation that has revolutionised global transportation and upended the traditional taxi business. There is little data on how Uber has impacted and been embraced in developing nations like Jordan, and the diffusion of technological innovation is not uniform across different regions.

The problem statement for this research is to investigate and comprehend the influences on the diffusion of technological innovation in Jordan, using the case of Uber as an example. Specifically, the study seeks to answer the following research questions:

What are the main factors influencing and impeding the use of Uber in Jordan?

What social and economic effects has Uber's entry into Jordan had, and how have they changed the local community and the traditional taxi industry?

What lessons can be drawn from these comparisons of the Uber experiences in Jordan to those in other nations?

The rapid growth and adoption of mobile platforms, such as Uber, have transformed the traditional transportation industry. However, there is a need to investigate the factors influencing the adoption of Uber's peer-to-peer mobile platform usage among users in Jordan. Despite the platform's popularity, there is limited research addressing the specific drivers and barriers to adoption that users encounter. Understanding these factors is essential for both researchers and industry practitioners to devise strategies that encourage widespread adoption and ensure the sustained success of peer-to-peer mobile platforms like Uber. Therefore, this study aims to explore the adoption of Uber's peer-to-peer mobile platform usage among users, identifying the key factors that influence their decision-making process.

The theoretical framework

The theory was first put by Everett Rogers as the diffusion of innovation theory in 1962. The basic presumption is that consumers progressively accept new concepts, goods, and technologies. The adoption of new technologies is said to follow a bell-shaped curve after the majority of consumers eventually catch up to early adopters, (Hamari et, al, 2016). In addition, the theory considers a variety of elements that affect how quickly a technology is adopted, including perceived relative advantage, compatibility with current practices, complexity, trialability, and observability.

A recent innovation that has received a lot of attention is technology platforms. It is the goal of platforms like Uber and other alternatives to more established methods of connecting customers and service providers to be more successful and affordable. The adoption of technology platforms can be approached in a variety of ways using the diffusion of innovation theory. For instance, a platform like Uber may offer more practical and affordable transportation, but it may also comply with standards because of its compatibility with current technologies and payment options.

Haung et, al, (2020), alluded that the value of a technological platform increases as more people utilize it, as shown by the theoretical paradigm known as network externalities theory. According to this theory, a platform's value is impacted by both the number of users who utilize it and its capabilities. This suggests that when more users join a platform, the platform's value increases for both existing and potential users due to growing network effects. The network externalities theory is particularly relevant to the adoption of new technological platforms in Jordan, such as Uber. The initial value proposition of a new technological platform might not be compelling enough to lure enough customers. However, when more users begin utilizing the platform, network effects begin to take hold and produce a positive feedback loop that boosts the platform's worth and popularity.

It is possible to utilize the network externalities theory to explain why Uber initially struggled but eventually became well-liked in Jordan. Because they had a more established clientele and a larger market share, traditional taxi services presented Uber with a lot of competition when it first entered Jordan. Moreover, cultural norms and legal restrictions controlling ride-hailing services may have limited the platform's initial popularity. As Uber attracted more users, developing network effects led to the platform becoming more beneficial for both drivers and passengers. Riders benefitted from shorter wait times and more dependable service thanks to the platform's expanding driver population. The platform's expanding user base of riders has increased the earning opportunities for drivers. This positive feedback loop of increasing value and utilization allowed the platform to eventually overtake its competitors in the Jordanian ride-hailing market.

The adoption of technological platforms is affected in several ways by the network externalities theory. It first demonstrates that early adoption is vital for a platform's success because the network effects are strongest when a critical mass of users is reached. Second, it highlights the importance of user recruitment and retention strategies because user counts directly influence a platform's value. Last but not least, it suggests that open ecosystems that enable seamless communication with other platforms and services may be good for technology platforms since they can enhance network effects and increase the platform's utility for users. The network externalities theory provides a helpful model for understanding how innovations spread through technological platforms like Uber in Jordan. By considering how network effects impact the value and adoption of a platform, we may be able to discover how to promote the adoption and spread of new technologies (Haung et, al, 2020).

A paradigm that assists in understanding how technological improvements are welcomed and disseminated inside enterprises is the Technology Organization Environment (TOE) notion. According to the TOE theory, three important factors technological, organizational, and environmental influence the acceptance and spread of new technologies within organizations. A technology's traits include factors like its complexity, compatibility with other technologies, and competitive advantage over those of other technologies. Organizational variables include things like an organization's size, structure, culture, and resources. They have to do with the traits of the business using the technology. Environmental variables refer to outside elements, such as business and regulatory concerns, that may have an impact on how technology is adopted and disseminated. The link between these three variables affects how likely and quickly a company will adopt new technology. For instance, a company with a strong innovation culture and a flexible organizational structure may be more likely to quickly adopt and spread new technology than a company with a more rigid structure and culture.

Numerous research has used the TOE paradigm to better understand how technology is embraced and spread in a variety of contexts. For instance, a meta-analysis of research on technology adoption conducted in 1982 by Tornatzky and Klein revealed that organizational traits including size, complexity, and culture were significant predictors of technology acceptance. The TOE components were a part of the organizational innovation model that Ettlie and Bridges created in 1986. They discovered that appreciating the interactions between these elements was crucial to understanding the uptake and spread of new technology. The TOE framework can be utilized to comprehend how the company has been able to successfully integrate and disseminate its technology in the local market in the context of the ride-sharing platform Uber in Jordan. Al Mashhrawi (2018) used the TOE framework to analyze the development of ride-sharing services in Jordan and discovered that Uber's success was, at the very least, partially a result of the company's ability to take advantage of technological advantages like its user-friendly app and real-time tracking technology in a market with a high demand for transportation services. To build a presence in the market, Uber was also permitted to operate inside Jordan's regulatory framework and form alliances with regional businesses (Jordan Times, 2019). The TOE theory offers a helpful framework for comprehending how businesses embrace and disseminate new technology. Researchers and practitioners can gain a better understanding of the aspects that facilitate or restrict the acceptance and spread of technical breakthroughs in various contexts by taking into consideration the interaction between technological, organizational, and environmental factors.

Literature Review
There are several studies that addressed the subject of application platforms' diffusion, acceptance and adoption.

The first one was done by Choudrie et al. (2020) investigated the adoption, usage, and diffusion of smartphones within the older adult population in the United Kingdom, focusing on identifying the factors that encourage or inhibit smartphone usage and service provision in this age group. The study proposed a conceptual framework, the Model of Smartphone Acceptance, based on well-established theories of adoption and diffusion. Data from 984 participants living in north London were collected, and the Partial Least Square Structural Equation Modeling (PLS-SEM) technique was employed for data analysis.

It was found that Smartphones offer a range of features and applications that cater to various interests and needs. Older adults adopt smartphones for apparent pleasure because they tend to have different preferences when it comes to entertainment and technology. While action games might not be as appealing to some older individuals, using smartphones for capturing and sharing moments can be a great source of enjoyment and purpose for them. Importantly too, individual preferences vary, so it is crucial to understand the specific interests and needs of older adults when suggesting smartphone activities. Some prefer to explore other types of apps like puzzles, news, or gardening, while others might enjoy listening to music or podcasts. The key is to find activities that bring them joy, and a sense of purpose, as well as enhance their overall well-being.

The research contributes to bridging the digital divide among UK older adults and provides valuable insights for businesses to understand the significant factors influencing smartphone adoption within this population, enabling them to adapt their policies accordingly. This study is relevant to the current study because it focuses on the patterns of mobile applications among users.

The second study by **Le (2022)** examined the adoption and diffusion of mobile QR-code payment (MQP) in the context of the COVID-19 pandemic. The study integrated the Protection Motivation Theory (PMT), and the Unified Theory of Acceptance and Use of Technology (UTAUT) to develop a behavioural response model. Additionally, the

research explores the influence of the physical distancing norm on the intention to use MQP. Data was gathered using a web-based survey from 411 validated respondents in Vietnam who have either used MQP or intend to use it. The results show that the physical distancing norm, important elements from UTAUT (performance expectancy, effort expectancy, and social influence), as well as key components from PMT (perceived severity, perceived susceptibility, and self-efficacy), are what motivate behavioural intention to use MQP. Furthermore, performance expectancy to MQP is positively impacted by perceived severity. This means that people are more likely to think that using MQP will lead to better performance or outcomes when they judge the seriousness of the situation (such as the COVID-19 pandemic). In other words, they view MQP as a remedy for the dire circumstances.

Similarly, the research indicates that self-efficacy positively influences effort expectancy regarding MQP. In this case, when individuals have a higher level of self-efficacy in using MQP, they are more likely to believe that their efforts in using the technology will result in positive outcomes. They feel confident in their ability to use MQP effectively and efficiently. Both perceived severity and self-efficacy play important roles in shaping individuals' expectations and beliefs regarding the use of MQP. Perceived severity highlights the urgency and importance of using MQP, while self-efficacy instils confidence in one's ability to navigate and benefit from the technology. Finally, behavioural intention and recommendation were identified as indicators of the diffusion of MQP during the COVID-19 pandemic.

The result of the study is relevant for the current study because it benefits service providers and firms in Jordan. This is because the Mobile QR-code payment is still in its early stages of adoption in the country, thus, findings can assist in developing effective marketing strategies that increase acceptance and recommendation of MQP to the general public.

Extant scholarship has explored the role of network effects in the diffusion of mobile applications. This includes understanding how users' social networks, interactions, and recommendations contribute to the viral spread of apps and the formation of critical mass.

The third study by Vasudevan and Chan (2022) analyzed how drivers responded to the gamification of work implemented in Uber's mobile application. This study, which focused on Uber drivers and their experiences with the redesigned mobile application released by Uber in 2018 found that Uber drivers had become dissatisfied with the lack of autonomy, transparency, and flexibility while working on the platform. To address these concerns, Uber introduced a gamified system that linked individualized rewards to the company's goal of maintaining a frictionless marketplace.

The study discovered that workers in the gig economy, including Uber drivers, resisted the gamified algorithmic management by creating their work games. Two distinct player modes were identified: grinding and oppositional play. Grinding represents drivers who consent to the gamification system and actively participate in it, while oppositional play describes drivers who resist the gamification and find ways to challenge or subvert it. In addition to the player modes, the study also identified several work games that Uber drivers played as a form of resistance to Uber's gamification. These work games allowed drivers to exert some control and agency in their work, counteracting the power dynamics imposed by the platform-initiated algorithmic governance.

These findings find relevance in the current study as it contributes to understanding how the redesign of worker-facing applications, such as Uber's mobile app, can shape the power dynamics between the platform and the workers specifically in the case of Jordan. It also highlights ways in which workers can adapt, resist, and create their strategies within the gamified systems implemented by platforms like Uber?

The fourth study by Miziriri et al. (2020) examined the factors influencing the intention to use the Uber application in the context of mobile commerce among consumers in the Johannesburg area using a quantitative methodology. The study aimed to determine the impact of perceived convenience, facilitation conditions, social influence, and price value on the intention to use the Uber application.

The hypotheses testing revealed that perceived convenience, facilitation conditions, social influence, and price value all had a significant and positive influence on the intention to use the Uber application. This suggests that factors such as convenience, ease of use, social influence, and perceived value for the price played a role in stimulating the intention to use the Uber app.

This study validates the importance of perceived convenience, facilitation conditions, social influence, and price value in driving the intention to use the Uber application, and can be applied to the case of Jordan.

The fifth study by Moon et al. (2022) investigated the accountability of the Technology Acceptance Model (TAM) in the context of Uber taxi applications. The study examined the applicability of the TAM in understanding users' acceptance of Uber taxi applications. Focusing on the antecedents of usefulness, including time information, price information, and driver information; the data for the study was collected through a survey administered using the Amazon Mechanical Turk platform. The participants of the survey were users of the Uber taxi application.

The findings of the study revealed that both time information and driver information significantly influenced the perceived usefulness of the Uber taxi application. It was also found that ease of use had a positive effect on both usefulness and attitude. Moreover, usefulness was found to significantly influence users' attitudes toward the Uber taxi application, and attitude, in turn, exerted a substantial effect on users' intention to use the application.

This study's implication demonstrates the relevance of the explanatory power of the TAM framework in the context of Uber taxi applications, and the same can be the case for Jordan. By focusing on specific antecedents of usefulness and examining the relationships between different constructs, the study provides insights into users' possible acceptance of the Uber app in Jordan as well.

The sixth study by Min et al. (2019) explored the consumer adoption of the Uber mobile application in the context of the sharing economy. The study incorporates two theoretical models, namely the Diffusion of Innovation Theory and the Technology Acceptance Model, to analyze the factors influencing consumer behaviour. The factors that were examined influenced consumer adoption such as relative advantage (how the innovation is perceived as better than existing alternatives), compatibility (how well the innovation aligns with consumers' needs and values), complexity (the degree of difficulty in understanding and using the innovation), observability (the extent to which the benefits of the innovation are visible to others), and social influence (the impact of others' opinions and recommendations).

It was found that these factors had a significant influence on consumers' perception of the usefulness and ease of use of the Uber mobile application. In turn, perceived usefulness and ease of use influenced consumers' attitudes toward the Uber app and their intentions to adopt it.

This study demonstrates the integration of the diffusion of innovation theory and the Technology Acceptance Model. It also highlights the compatibility and relevance of these classic theories in understanding consumer adoption behaviour in the context of the Uber mobile application in general and Jordan in particular.

The seventh study by Murad et al. (2019) investigated consumer adoption of the Uber mobile application through the lenses of two theoretical models: diffusion of innovation theory and the technology acceptance model. With the main aim of examining the service quality and the effect of its dimensions (tangibles, responsiveness, empathy, assurance, reliability) on customer satisfaction, two main transport applications in Jordan - Uber and Careem – were used. This study found that reliability is significant in shaping customer satisfaction in the two transport mobile applications.

By indication, customers place a high value on receiving dependable and consistent service when using these platforms. Reliability could encompass factors such as prompt arrival of drivers, accurate estimated arrival times, and reliable vehicle conditions. In the case of Uber and Careem reliability is impacted by prompt arrival of drivers, accurate estimated arrival times, and reliable vehicle conditions. For example, customers expect the drivers to arrive at the designated location within a reasonable time frame, therefore, timely pickups contribute to a reliable and efficient service experience.

In the same way, transport applications typically provide estimated arrival times for drivers, so customers rely on these estimates to plan their journeys, so the apps provide accurate predictions, minimizing any unexpected delays. Lastly, customers expect the vehicles provided by Uber and Careem to be in good working condition such as cleanliness, comfort, and appropriate maintenance of the vehicles, all of which contribute to reliable and satisfactory service. By ensuring these factors are consistently met, Uber and Careem can enhance the reliability of their service, which in turn positively impacts customer satisfaction.

The study's findings also show a clear preference for smart apps like Uber and Careem over traditional taxis. These intelligent transport applications are preferred by 89.2% of the sample, which suggests that users find them more alluring and practical than conventional taxi services. This preference may be explained by elements like the simplicity of the booking, pricing transparency, accessibility of driver reviews, and the seamless overall experience offered by the smart app.

Because it emphasises the importance of reliability in determining customer satisfaction in the context of transportation applications like Uber and Careem, this study is particularly relevant to the case of Jordan. In the context of intelligent transport applications, this emphasises the value of reliability for customer satisfaction. Additionally, it shows a significant customer preference for Uber and Careem's smart apps over conventional taxis, demonstrating the favourable reception and acceptance of these platforms.

The eighth study by Imam (2022) explored the transport-sharing economy scene in Jordan and proposes unconventional approaches for regulators to address this issue. According to them, there is a shift from traditional product ownership to the sharing economy concept, where individuals can offer their underutilized assets or services to others without the need for ownership. It highlights the role of governments in regulating this new service industry to ensure consumer safety, prevent tax evasion, and uphold decent working conditions for employees. Based on their assertion, the traditional model of purchasing products for personal use is being replaced by the sharing economy, where individuals can share their assets or services with others.

Highlighting the existing situation in Jordan, the researchers argued that the transport-sharing economy allows people to benefit from services without the need for ownership. Governments have the responsibility to regulate the sharing economy, including maintaining safety standards, preventing tax evasion, and ensuring decent working conditions for employees in these sectors. The study presents three scenarios along with their potential consequences in terms of regulators' interventions. These scenarios likely consider different approaches to regulation and their potential impact on the industry and stakeholders. Also, the study highlights best practices from around the world, likely referring to successful regulatory approaches implemented in other countries or regions.

Again, this study specifically offers relevance for the current context because it is related to the regulation of two transportation network companies, Uber and Careem, in Jordan. The unconventional perspectives proposed for regulators to consider in regulating this sector largely present scenarios with their potential implications about how best to make the transport-sharing economy more beneficial.

The ninth study by Al-Masaeed et al. (2022) examined the factors influencing consumers' intention to use mobile ride-hailing services in developing countries. The rapid growth and popularity of the sharing economy services are difficult to go unnoticed. The drivers offer consumers services opportunity to coordinate and share rides. Data was collected from Jordanian consumers in June 2021 using an online questionnaire based on responses about the factors influencing consubehaviourvior, such as personalized benefits, privacy concerns, and the role of laws and regulations.

Using Partial Least Squares Structural Equation Modeling (PLS-SEM), the findings indicate that personalized benefits positively influence consumers' attraction to use mobile ride-hailing applications. However, privacy concerns negatively affect consumers' intention to use these applications. Additionally, the findings indicate that the role of laws and regulations is significant in mitigating the negative impact of privacy concerns on consumers' intention to use ride-hailing applications.

This study proves relevant because it focuses on ride-hailing service which specializes in delivering more convenient services to attract consumers. At the same time, it offers beneficial recommendations for developing countries, of which Jordan happens to be one. The researcher insists that governments and policymakers should implement protective legislation to address privacy concerns and create a supportive environment for ride-hailing services.

The tenth study by Dhanorkar and Burtch (2021) examines the transit implications of ride-hailing platforms like Uber and Lyft. It acknowledges that there are divergent perspectives on the impact of ride-hailing services on traffic. On one hand, ride-hailing can provide advantages such as pooling, which reduces traffic by efficiently matching customer demand with available vehicles or by facilitating car-sharing. On the other hand, ride-hailing may also lead

to extra travel due to increased convenience and mode substitution, potentially resulting in crowding and increased traffic. Their main aim was to reconcile these differing perspectives by exploring the heterogeneous determinants of ride-hailing's effects. The study takes advantage of Uber's staggered entry into various geographic markets in California and employs a regression-based difference-in-differences analysis to estimate the impact of ride-hailing services on traffic volumes.

With the use of monthly microdata from over nine thousand vehicle detector station units deployed across California, it was found that the effects of Uber's entry on traffic depend on various contextual factors. For weekdays, some evidence of pooling effects suggests that ride-hailing can contribute to traffic reductions during weekdays. However, on weekends, Uber's entry leads to significant crowding effects, indicating that ride-hailing can contribute to increased traffic on weekends. Additionally, the study finds that the crowding effect is more pronounced on interior roads and in areas with high population density. Ride-hailing services also seem to have a substitution effect on public transportation, but they may have a complementary effect on carpooling users. This shows that premium ride-hailing services, such as Uber Black, predominantly lead to crowding effects.

This study is significant because it highlights the transit implications of ride-hailing platforms. Jordan as a developing country also records some of the factors that exist in California which happens to belong to the category of developed nations. This suggests that ride-hailing has a substitution effect on public transportation but can have a complementary effect on carpooling users, especially in Jordan.

Summarily, research has explored the role of network effects in the diffusion of mobile applications. This includes understanding how users' social networks, interactions, and recommendations contribute to the viral spread of apps and the formation of critical mass. Also, many explorations investigate the impact of user experience, design, and satisfaction on the adoption and diffusion of mobile applications. This includes examining the usability, functionality, and overall user satisfaction, as well as the role of positive user experiences in promoting word-of-mouth recommendations.

Studies have identified various barriers that hinder the adoption and diffusion of mobile applications. These barriers may include concerns related to privacy and security, lack of awareness or understanding, technological limitations, or resistance to change. considered the influence of contextual factors, such as cultural differences, socio-economic factors, and geographical location, on the diffusion of mobile applications. These factors shape users' preferences, needs, and access to technology, thus affecting the adoption process.

Methodology

Research questions
The study uses Jordan's Uber as a case study to investigate how ideas propagate across technological platforms. The following research queries are addressed by the study:

The first question is, what factors contributed to Uber's acceptance in Jordan and how did it enter the market there?

The second question is, how well-informed and what do Jordanian users think of Uber's technological infrastructure?

The third question is, how has Jordan's well-established taxi sector been impacted by Uber's technological platform?

The fourth question is, what factors are at play in the Jordanian market when it comes to the diffusion of technical innovation?

The fifth question is, To what extent does Jordan's adoption of the Uber platform reflect social influence?

Population
According to Apuke (2017), a population is a group of items or individuals on which a study will be focused; in the case of this study, the population consists of the organizations taking part in the adoption and utilization of Uber's technical platform in Jordan. This comprises Uber drivers, users, normal taxi drivers, taxi companies, transportation companies, and relevant governmental entities with a base in Jordan. According to Dearing and Cox (2018)

concerning Rogers' diffusion of innovation theory (1995), the population for this study will include innovators, Uber passengers, and most drivers who use Uber's technological platform in Jordan.

Sampling Technique
The study will use non-probability sampling interviewing to collect data from the selected sample. A sampling method known as non-probability sampling does not select the sample from the population at random. Instead, the sample is chosen based on the researcher's judgment and a careful selection of individuals or organizations that meet specific criteria. This study will choose drivers and consumers who use the technological Uber platform in Jordan using the non-probability sample interview method. Purposive sampling will be utilized to ensure that the sample picked accurately represents the various Uber consumers in the Jordanian market. The non-probability sample interview approach might be useful when there is a small population and the researcher has to gather extensive data on the research problem. The researcher is better able to understand the participants' ideas and experiences thanks to face-to-face interactions with them during the data-gathering procedure known as an interview.

The non-probability sampling interview method has some disadvantages, including the potential for biased sample selection and the challenge of extrapolating the findings to a larger population. Purposive sampling and careful sample selection, however, can serve to lessen these limits and ensure the validity and trustworthiness of the results. In short, by using the non-probability sample interview method in this study, the researcher will be able to obtain comprehensive and rich data on the acceptance and growth of Uber's technical platform in the Jordanian market. By choosing a suitable sample and using the appropriate data analysis techniques, the validity and reliability of the results will be improved.

Purposive sampling method
The method of non-probability sampling known as purposeful sampling involves selecting participants by specified criteria that are consistent with the objectives and research questions of the study. The drivers and passengers of Uber will be the study's target demographic, and a purposive sample of 50 persons will be selected. The sample will be chosen to ensure that they can provide relevant information on the platform's adoption and dissemination in the Jordanian market based on their familiarity and expertise with using or overseeing Uber's technological platform in Jordan. A few advantages of employing purposive sampling are as follows:

Advantages of the purposive sampling method
a) Relevancy- ensures that the sample is relevant to the research subject since participants are selected for the study based on their unique features or experiences connected to the topic.
b) Representativeness - By choosing participants who share the population's fundamental features, purposeful sampling can be utilized to ensure that the sample accurately represents a given population or group of interest.
c) Effectiveness- Since researchers may swiftly discover and select individuals who match the study's eligibility requirements, purposeful sampling may be more effective than other sample procedures.
d) Expertise- When examining a niche population or issue, researchers can select participants who have specialized knowledge or insight into the study's topic.
e) Ethical considerations- could occasionally be morally preferable to other sample techniques. For instance, choosing study participants based on their willingness to participate might be more morally righteous than choosing volunteers at random who might not be interested.
f) Ethics Consideration- analysis: When conducting qualitative research to completely comprehend a phenomenon, purposeful sampling is especially helpful. For those who have distinctive viewpoints or experiences that offer light on the research issue, an in-depth exploration of these occurrences is conceivable (Campbell et al., 2020).

Advantages of non-probability sampling
a) Flexibility- Data collection and sample selection are both given additional latitude with non-probability sampling techniques. Researchers can choose people based on their accessibility, availability, and interest to participate.
b) Cost-effectiveness- Non-probability sampling techniques usually perform better in terms of cost-effectiveness than probability sample techniques. They can help researchers save time and resources by selecting volunteers who are readily available or accessible.
c) Speed- Techniques for non-probability sampling may be used more quickly than those for probability sampling. Researchers can collect data more rapidly by selecting participants who are accessible.

d) Ethical considerations- non-probability sampling approaches may, in some cases, be more morally acceptable than probability sample procedures. Researchers can choose not to use probability sampling approaches, for example, if it would be unethical to exclude specific populations from the study (Lamm and Lamm 2019).

Data Collection

The research used the interview approach to collect data. An interview approach is a useful tool for studying how technological platforms like Uber propagate innovation in Jordan because of a variety of advantages.

The first advantage of In-depth exploration is- Interviews provide for in-depth inquiry since they give researchers the chance to probe for further details and pose follow-up queries. This is especially useful for examining complex phenomena like the adoption and dissemination of technological platforms.

The second advantage is Personal connection- The ability for the researcher and participant to get to know one another better during an interview can help build rapport and trust. As a result, responses from participants may be more truthful and forthright, which is essential when studying sensitive or challenging topics.

The third advantage is Contextualization- To contextualize the research findings, researchers can ask participants about their unique perspectives and experiences related to the spread of innovation through technology platforms like Uber in Jordan. This might help us comprehend the subject at hand in a more complicated way (Campbell et al., 2020).

Coding Schema

The study will follow the coding schema as follows:
a) Main topic- The key theme is the diffusion of creativity across technological platforms.
b) The other sub-topics- Case Study and Uber are subtopics.
c) Period: 15th of June 2023
d) Publication type- Research journal paper

This coding schema identifies the main theme and subtopics of the study, including the diffusion of innovation across technological platforms, the specific Uber instance, and the location of Jordan. The intended publishing date is June 15, 2023, and it has been designated as a journal article. Using this classification schema may aid in the structuring and analysis of future research on the spread of technological innovation both in Jordan and globally.

This coding schema identifies the main theme and subtopics of the study, such as the diffusion of innovation across technological platforms, the specific Uber instance, and the location of Jordan. It will be submitted for publishing on June 15, 2023, and has been recognized as a journal article.

Data analysis

The paper will be evaluated using qualitative methods and interviews in the phases that follow;

The first step involves listening to the audio recordings of the interviewees and turning them into text. Manual labour was required.

The second step involves categorizing the data and searching for patterns. The areas connected to the study topics were reviewed by the researcher.

The third step involves the responses being classified. To do this, pertinent codes had to be gathered, and categories had to be created to represent the key ideas and concepts the data showed.

The fourth step involves the evaluation and analysis of the data, conclusions were to be made. This comprises going over the coded data and categories, looking for trends and connections, and figuring out the study's core ideas and conclusions (Campbell et al., 2020).

Definition of terms

Diffusion- Through the process of diffusion, an innovation, such as a new technology or idea, gradually spreads throughout a social system. The diffusion process, which often comprises the adoption and acceptance of the innovation by individuals or groups within the system, may be influenced by social norms, communication channels, and the characteristics of the invention itself (Min et al., 2019).

Innovation- Innovation is the creation or dissemination of a fresh product, service, procedure, or idea. Particularly in the context of technological platforms and the sharing economy, innovation frequently implies the use of digital technology to produce new types of value and disrupt established sectors or business models (Raynard, 2017).

Technology – is the term used to describe the tools, software, and processes utilized in the development, production, and delivery of goods and services. When it comes to digital tools and platforms that enable the sharing of resources, information, and services in new and inventive ways, technology is typically employed in the context of technological platforms (Raynard, 2017).

Uber – Uber is a global transportation network firm that provides ride-hailing and other transportation services via a smartphone app. Since its launch in 2009, Uber has revolutionized the traditional transportation and taxi industries in many regions of the world. It has also spurred debates about how sharing economy platforms affect labour markets, laws, and urban mobility (Hamari et al., 2016).

Jordan – Jordan is a Middle Eastern country that borders Syria, Iraq, Saudi Arabia, the West Bank, Israel, and Jordan. With a population of only approximately 10 million, Jordan is a small nation, but due to its strategic location and strong economic and political influence, it has had a significant impact on the area. The Middle East's innovation and entrepreneurship hub is now Jordan thanks to the country's rapidly expanding technology sector in recent years (World Bank, 2019).

Limitations of the study

Some of the research paper's limitations are as follows:

a) The study mainly focused on Jordan, its findings might not be generalizable to other countries or regions. The cultural, economic, and governmental characteristics that are unique to Jordan could affect how swiftly technology spreads there and might not be present elsewhere.

b) The study only covers a brief period; it might not take into account upcoming changes in the sector or advancements in technology. Given the situation of the market, it's possible that the results won't be appropriate or useful.

c) The research report only discusses the Uber instance in Jordan, it's possible that it won't be representative of other technology platforms or industry verticals. The findings might not apply to other organizations or industries because each industry or company may have unique factors that influence how quickly innovations spread.

d) The study only includes one case study; the results and depth of the research may be limited. A bigger sample size could provide a more complete view of the distribution of breakthroughs across technical platforms.

Data analysis and Findings

Data analysis on the diffusion of innovation in technological platforms, the Uber cases in Jordan shows a significant positive relationship between technological innovation and Uber users in utilizing the app platform. The findings of the study showed that the majority of Uber taxi users are comfortable with the innovative platforms provided by the organization's services and the convenience at a cost-saving benefit.

a) Do you agree that innovation contributed to Uber's acceptance in Jordan when it entered the market?

b) Is it true that Jordanian Uber users prefer its services as compared to traditional taxis?

c) Can you agree that Jordan's well-established taxi sector has been impacted by Uber's technological platform?

d) Does the Uber innovation platforms spreading be an influence on the Jordanian transport market?

e) Do you agree that Uber Jordan's adoption process was fast and influential at its initial stage?

The Findings of to Diffusion of Innovation in Technological Platforms: The Uber Cases in Jordan

Table 1: Do you agree that innovation contributed to Uber's acceptance in Jordan when it entered the market?

	%
Agreed that innovation contributed to Uber's acceptance in Jordan when it entered the market	100%
Disagreed that innovation contributed to Uber's acceptance in Jordan when it entered the market	0%

Of the respondents who were interviewed on the first question wrote *"Do you agree that innovation contributed to Uber's acceptance in Jordan when it entered the market?"*, a total of 100% agreed that technological innovation contributed to Uber's acceptance in Jordan when it entered the market. Whilst 0% of participants disagreed that technological innovation contributed to Uber's acceptance in Jordan when it entered the market.

The result positively showed that technological innovation played a vital role in the acceptance of Uber's initial stages of penetrating Jordan.

Table 2: Is it true that Jordanians prefer Uber services as compared to traditional taxis?

	%
Jordanians prefer Uber services as compared to traditional taxis.	80%
It's not true that Jordanians prefer Uber services as compared to traditional taxis?	20%

The second question to customers was "*Is it true that Jordanian Uber users prefer its services as compared to traditional taxis?*", a total of 80% of taxi users prefer Uber's services as compared to traditional taxis. Whilst 20% of participants disagreed on preferring Uber's services as compared to traditional taxis.

The outcome of the second question is significant in that Jordanians prefer Uber services as compared to traditional taxis based on the technologically innovative application being used by Uber.

Table 3: Can you agree that Jordan's well-established taxi sector has been impacted by Uber's technological platform?

	%
I agree the ordering app is less difficult and friendly to in operating	70%
I disagree with the ordering app it is difficult and friendly to in operating	30%

Of the participants interviewed for the third question *"Can you agree that Jordan's well-established taxi sector has been impacted by Uber's technological platform?"*, a total of 70% agreed that Jordan's well-established taxi sector has been impacted by Uber's technological platform. The other participants who constituted 30% disagreed.

This showed that Jordan's well-established taxi sector has been positively and significantly impacted by Uber's technological platform and its existence was felt from its inception.

Table 4: Does the Uber innovation platform spreading an influence on the Jordanian transport market?

	%
Does the Uber innovation platform spread an influence on the Jordanian transport market?	60%
Uber innovation platforms spreading was not an influence on the Jordanian transport market	40%

Of the participants interviewed for the fourth question *"Does the Uber innovation platforms spreading be an influence on the Jordanian transport market?"*, a total of 60% agreed that Uber innovation platforms spreading is an influence on the Jordanian transport market. Whilst 40% of participants disagreed that Uber's spreading was not an influence on the Jordanian transport market.

Table 5: Do you agree that Uber Jordan's adoption process was fast and influential at its initial stage?

	%
Do you agree that Uber Jordan's adoption process was fast and influential at its initial stage	90%
I disagree that Uber Jordan's adoption process was fast and influential at its initial stage	10%

The interview for the fifth question to customers was "*Do you agree that Uber Jordan's adoption process was fast and influential at its initial stage?*", a total of 90% agreed that Uber Jordan's adoption process was fast and influential at its initial stage. Whilst 10% of the participants disagreed that Uber Jordan's adoption process was fast and influential at its initial stage.

The outcome positively showed that Uber's adoption process by customers in Jordan was fast and influential at its initial stage, there was a high level of diffusion within the Jordanian citizenry on the innovative technology platform of the Uber taxi facility.

Discussion
Traditional transportation services have been disrupted by technological platforms like Uber, and people's acceptance of these platforms has been influenced by a variety of variables, including their usability, rewards, and social norms. Uber in Jordan is used as a case study to demonstrate how innovation dissemination processes operate on technological platforms. The diffusion of innovation theory offers a framework for comprehending how novel

goods and services are eventually embraced by people, groups, and organizations. According to the hypothesis, there are five steps involved in adopting new technology: awareness, interest, evaluation, trial, and acceptance. The case study of Uber in Jordan illustrates the platform's adoption through these five stages, as well as the numerous factors that helped or hampered the adoption's success. The ease of use of a technological platform is one of the major determinants of its acceptability. Users can rapidly book a ride with only a few clicks on their mobile devices thanks to the platform's apparent simplicity of use. Incorporating GPS tracking and driver reviews improved consumers' perception of security and increased website traffic.

Benefit perception is a crucial element. The Uber platform offered a practical and affordable substitute for conventional cab services. Customers can use the service more readily because the platform uses a distance- and time-based pricing system as opposed to fixed fares. The normal practice of negotiating over prices, which is common in traditional taxi services, was also removed by this pricing technique. The introduction of Uber in Jordan was significantly influenced by social norms as well. The platform was appealing to specific social groupings, which contributed to its widespread acceptance. Additionally, the platform's visibility to potential users was improved by the usage of social media and relationships with surrounding businesses. Last but not least, the Uber case study in Jordan sheds important light on how cutting-edge technology platforms foster innovation. Understanding the innovation diffusion process and the variables affecting consumer acceptance may be useful for businesses planning to launch new products or services in untapped markets. Overall, the Uber case study in Jordan emphasizes how critical it is to comprehend the regional market and cultural environment before implementing a technical platform.

Conclusion
The Uber case study in Jordan provides insight into how cutting-edge technological platforms spread innovation. Jordan's adoption of Uber followed the five stages of the innovation diffusion process: awareness, interest, evaluation, trial, and acceptance. Several factors, including societal norms, the advantages of the platform as seen by consumers, and usability, had an impact on Uber's expansion in Jordan. These findings could be useful to companies wanting to expand into new areas with cutting-edge products or services. Businesses can develop strategies to increase consumer acceptance of their products and services by having a better understanding of the innovation diffusion process. The Uber case study in Jordan highlights how important it is to understand the local market and cultural context before putting a technology platform in place. A framework for understanding how novel products and services are eventually accepted by individuals, groups, and organizations is provided by the diffusion of innovation theory. Technological platforms like Uber have disrupted traditional transportation services, and people's acceptance of these platforms has been influenced by several factors, including their usability, rewards, and social norms. Jordan's Uber case study provides crucial insight into how cutting-edge concepts proliferate via contemporary technological platforms.

When Uber was adopted in Jordan, the five steps of the invention dissemination process were adhered to. Prospective users were made aware of the new platform during the awareness phase. Because there weren't enough users in Jordan at first, Uber encountered issues. The company initiated a marketing campaign to attract prospective clients that made use of social media and partnerships with local businesses. Because more people are becoming aware of the site, the interest stage has started. The exploration stage aimed to generate interest in the new platform. Uber's marketing campaign in Jordan highlights the benefits of the platform, such as convenience, accessibility, and safety, to draw in new users. As a result, potential users are more interested in the website. During the evaluation phase, the new platform's perceived benefits and drawbacks were evaluated. Jordanian potential customers evaluated the Uber platform's usability and security. Customers found the website to be simple to use, and the addition of driver ratings and GPS tracking increased their sense of security. Throughout the testing period, the new platform was put to the test. Uber provided free trips to new users in Jordan so they could use the service risk-free. As more users gave the platform a shot, its popularity increased. One aspect of the acceptance phase was the broad use of the new platform. As the service became more popular among specific social groups, social norms had an impact on how often Uber was utilized in Jordan. The platform's widespread success in Jordan can also be ascribed to how well-liked and straightforward it is. Cultural norms, perceived benefits, and user-friendliness were only a few of the elements that contributed to Uber's success in Jordan. Due to the platform's usage of GPS tracking and driver ratings, customers felt safer than they otherwise would have, and it offered a practical and cost-effective alternative to conventional transportation services. Social norms also had an impact on the platform's adoption because it gained popularity among particular social groupings.

As demonstrated by the case study of Uber in Jordan, it is essential to understand the regional market and cultural setting to appropriately adapt technical platforms. Businesses can develop strategies to increase demand for their products and services in untapped markets by understanding how innovations spread. The case study provides important insights into the factors that influence how technological platforms are adopted, including perceived benefits, usability, and social norms. The Uber case study in Jordan makes it possible to comprehend how cutting-edge technological platforms spread innovation. According to the five steps of the innovation diffusion process, Uber was accepted in Jordan. User perceptions of the platform's advantages, usability, and cultural norms all had an impact on its success. By first comprehending the local market and cultural environment, businesses can establish strategies to increase the adoption of their goods or services in new locations, which can result in their effective diffusion.

Recommendation

The following recommendations are made for additional research study:

Comparative studies: Upcoming research may examine how Jordan adopted Uber in comparison to comparable nations in the same region or to nations with various regulatory frameworks. Thus, it becomes simpler to distinguish between concepts that are more generally applicable and those that are more particular to Jordan or the Middle East. Longitudinal studies: These analyses can be used to track Uber's expansion in Jordan over time and spot changes to the variables impacting that expansion. This can assist in determining how regulatory changes have impacted the platform's acceptance.

The drivers' viewpoint: Future studies may concentrate on the drivers' viewpoint and their experiences using Uber in Jordan. This data can be used to determine the variables affecting drivers' platform adoption and service satisfaction. The viewpoint of the passenger: Future research should concentrate on the viewpoint of the passenger and their experiences utilizing Uber in Jordan. By doing so, it will be possible to pinpoint the variables affecting platform adoption and passenger service satisfaction.

The effect of Uber on conventional taxi drivers: Future research can look at how Uber has altered the conventional taxi sector in Jordan. This will make it simpler to determine the level of disruption that the introduction of ride-sharing services would bring about and to suggest viable regulatory solutions that may be used to lessen any negative effects.

Cultural factors: Future research can look at how cultural factors affect the use of technology in Jordan, such as Uber. Understanding how cultural values and norms affect adoption can be useful for raising adoption rates. Government regulations: Upcoming research may look at how regulations impacted the use of Uber in Jordan. This can aid in determining how to create government policies that encourage the usage of ride-sharing services and eliminate regulatory obstacles.

Additional theories of technology adoption and their relevance to the use of Uber in Jordan may be examined in future research. This makes it simpler to find alternative frameworks for comprehending the elements that affect how technology platforms are accepted.

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EVALUATION OF ADMINISTRATORS' ENVIRONMENT AND SCHOOL LEADERSHIP SITUATIONS ACCORDING TO THE PANDEMIC AND PRE-PANDEMIC PERIOD

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ABSTRACT
Every society shapes its future through education. Thanks to education, societies continue their existence. For this reason, education is indispensable for societies. Education systems are intertwined with the environment. They affect the environment and are affected by the environment. During this interaction, environmental leadership knowledge and skills of school administrators play an important role. One of the most important duties of the leader is to manage the environment in accordance with the goals of the organization.

In our research, it is aimed to evaluate the environmental and school leadership situations of pre-pandemic and pandemic period administrators in public schools in 2020-2021 on the basis of organizational culture. In this direction, open-ended questions were asked to 35 managers and data were obtained.

In the light of the findings obtained in the research, when environmental leadership is mentioned, it is mentioned that administrators think of directing the environment according to the goals of the school.

In the study, managers during the pandemic period; They realize environmental leadership by using their communication skills, they attach importance to effective communication skills in communication with the environment, the expectations of the institutions and organizations from the school are that education should not be interrupted, the people, institutions and organizations in the environment benefit from cooperation with the environment while meeting their expectations from the school, It was found that they received support, that they learned about the expectations of the stakeholders about the school with good relations, and that the stakeholders shared their expectations for the school with the teaching staff to meet the expectations.

In the research, managers before the pandemic; They realize their environmental leadership by using their communication skills, they attach importance to trust and honesty in their communication with the environment, the expectation of the people, institutions and organizations from the school is to prepare the students for the society, the people, institutions and organizations in the environment benefit from cooperation with the environment while meeting their expectations from the school, It was found that they received support from the municipalities, learned about the expectations of the stakeholders about the school through good relations, and shared the expectations of the stakeholders for the school with the teaching staff in order to meet the expectations.

It has been concluded that the biggest difference between the management in the pandemic period and the management in normal times is distance education, the biggest problem faced by the administrators in their schools during the pandemic period is the missing equipment, and they communicate with the families while solving the problems encountered during the pandemic period.
Keywords: Education, Environmental Leadership, Pandemic, Executive.

Introduction
Education is an attempt to shape the future by shaping qualified individuals in the direction desired by the society. In education, which is a social activity, the school is a social system, a formal organization with its own characteristics. (Aydin, 2014).

The task of schools is to find ways to achieve educational goals and to bring qualified human power to the society. Schools are an open system. It passes the input from the environment through a certain education filter and gives it to the environment as output. The fact that the school is in contact with the environment is an indication that the school is based on the open system theory. Schools use all kinds of technological and physical equipment and transfer information through their qualified personnel. It creates a behavioral change in the student it receives as input from the environment, and gives the qualified human power needed by the society as output to the environment. Intentional and desired behavior change is completed in the student at the end of a certain period (Köybaşı et al, 2017). According to Lunenberg and Ornstein (2013), students who are the outputs of the school are affected by the activities organized by the school administration and their employees within the school roof. The environment in which the school is located is also very important in this sense. Environmental variables are gaining more importance day by day, and political and economic

forces are among the factors affecting the school's environment. School administrators should be aware of the expectations of the environment from the school and they should be able to meet the expectations of the environment in the social-political context. School principals should be able to cooperate with the external environment of the school on education, and they should also consider it necessary to manage and develop the internal functioning with the expectations of the external environment.

Educational leadership is the foremost of the job descriptions of school principals. Principals not only lead education and training but also deal with many different school-related workloads. When this is the case, school principals have to deal with many different problems in the management of education, human resources management, general services and financial resources management (Köybaşı et al., 2017).

If it is desired to talk about success in educational institutions, the manager must have effective leadership characteristics. In short, we can say that the leadership characteristics of the school principal are the most important factor affecting success. According to the MEB Regulation, the school administrator; "It leads teachers, students, parents and the environment in education and training, works towards increasing productivity, creating team spirit, integrating the school with the environment and developing the corporate culture, and keeps the school ready for service. It constantly renews and develops the school in line with scientific and technological developments, efficiency and transparency principles, and uses time and all opportunities to achieve the school's goals (Çetin, 2019).

The leadership characteristics of school administrators play an important role in adapting to the innovation process by realizing the change in schools, which are an institution where education takes place. In other words, an effective leader is needed in order to initiate change in the school, to raise awareness of existing problems and to have a vision that can move the school forward (Köybaşı et al, 2017). According to Çelik (2001), quality in education is parallel to the leadership qualities of school administrators.

School administrators should both have effective leadership skills and exhibit an image of a school integrated with the environment of the educational institution they manage. School administrators should analyze the needs of the school in the environment of the school where they are the manager, and they should know to what extent these needs are met. In this way, it can achieve a dynamic balance by enabling environmental and professional contributions by moving its school forward (Aydın, 2014).

Internal factors such as qualified teachers, students, school staff, physical facilities and students' parents, institutions and groups around the school, government policy in the administration of the country, business environment, administrators in education, socio-economic status and geographical structure of the environment, External factors such as local governments and the immediate environment of the school also play an important role (Açıkalın, 1998).

The school administrator should strive to be in constant solidarity with the external environment of the school in terms of education in order to display an image of a school integrated with the environment (Şişman, 2014). In order to achieve this, competitive institutions that adapt to the external environment are needed (Özdemir, 2000). Relationship between school and environment; Within the framework of democratic principles, the environment is aware of the way the school will follow in reaching its goals, the school principal is aware of the expectations of the environment from the school of which he is the manager, it provides the opportunity to meet the desired service in the best way by finding a solution to the expectations that reach him, and the school can provide the material and moral support it needs from this environment. must have four basic features (Taymaz 2011).

The educational institution and the environment in which the educational institution is located should always be able to be in harmony and need each other equally. Otherwise, if the expectations of the school and the community for each other differ, the ratio will deteriorate and the power balance will be shaken and the relationship between them will be damaged (Bursalıoğlu, 1997).

The school in the social environment is responsible for recognizing the reality of the society it is in. Because the school is an institution responsible for the education of the society. For this reason, the society has to be aware of the social expectations and needs of the school. If he is not aware of this consciousness, he cannot fully fulfill his duties (Ayhan, 2000).

By examining the structure of the environment it is in, the school reveals the educational needs of the people living in the environment and tries to meet these needs through formal and non-formal education. Thus, it

contributes to environmental development. Schools meet the educational needs of the environment they are in and enable the training of manpower that will contribute to the development of the country in all areas (social, cultural, economic, technological). In short, schools are organizations that train human resources for the environment (Taymaz, 2011).

Method

Qualitative research method was used in the research. Yıldırım and Şimşek (2013) defined qualitative research as the method used to examine the current problem in depth. He stated it as the method used to reveal the desired facts and experiences of the participants (Creswell, 2013). In addition, Creswell (2013) mentioned that the findings should be supported by a literature review. Semi-structured questions were prepared for the managers in order to reveal the data suitable for the purpose of the research.

The sample group of the research was formed with the voluntary participation of 35 administrators working in TRNC public primary schools in the 2020-2021 academic year. The demographic structures of the participants are given in Table 1 below.

Table 1: Demographic characteristics of the participant managers.

		f	percentile (%)
Gender	Female	15	43
	Male	20	57
Age distribution	31-35	2	8
	36-40	5	14
	41-45	9	25
	46-50	10	28
	51 and above	9	25
Graduation	B.A	14	40
	M.A	18	51
	Ph.D	3	9
Length of service	11-15 yrs	4	11
	16-20 yrs	11	31
	21-25 yrs	9	25
	26-30 yrs	9	25
	31 yrs and above	2	8

As seen in Table 1, participatory managers: according to the gender; 15 women (43%), 20 are male (57%). According to their age; 2 people in the range of 31-35 years (8%) in the range of 5 people 36-40 years (14%) in the range of 9 people 41-45 years (25%), in the range of 46-50 years (28%), 9 people Is 51 years of age or older (25%). According to their learning situations; 14 people undergraduate (40%), 18 MS (51%), 3 people graduate (9%). According to vocational seniority; 4 people 11-15 years (11%), 11 people 16-20 years (31%), 9 people 21-25 years (25%), 9 people 26-30 years (25%), 2 people 31 years and above (8%) has worked.

During the data collection tool pandemia period of the research, managers are aimed to reveal the environment leadership. To reach the goal, the administrators were asked half-configured open-ended 10 questions. The questions were directed to the voluntary participants through social media (WhatsApp, Viber, Mesenger). The research data were obtained from the volunteer participants between January 20 to 25 March 2021.

After the questions are prepared for the validity of the study, the four experts were viewed. After the expert views obtained, the questionnaire has taken the final conversation with the six managers to be interviewed. Followed by another expert on which the data obtained was open and sufficient. Thus, the interview form has been adequate and ready to obtain the desired data. Followed by data collection process. The data obtained during the interviews were reported on voice recording or paper. After reporting, the sentences in the data obtained for analyzing are numbered separately. The common departments were grouped after this process taken by the expert opinion. Groups are formed by meaningful allocations of separated sections. Integrates have created the codes of the study and code lists were obtained. After the code lists were obtained, both the process and the code lists have reviewed all the researches. Places with a difference difference were corrected to agree again.

For the reliability of the study, Miles and Huberman (1994) reliability formula was used. Research with 70% of reliability calculation is considered reliable. The reliability coefficient in our study was calculated as 87%. This shows that the research is reliable.

The opinions are given in the form of footnotes in the quotation of the participants' identities and their views to be connected to the privacy policy. The participant code was given in the quotation and the end of the views given in italics. The Exhibitor Code Example is as follows;

Sample:
Y: The manager
 "......................." (Y,1)

Results
I. Size: The environmental leadership is called the findings of the managers' minds.

The first size of the research was created within the scope of revealing their views on their minds when the environmental leadership is called. In order to reveal this to 35 rulers "What comes your mind to your mind when the environmental leadership is called?" The question has been asked. The answers to the question are encoded by coding themes and distributions on these themes are given in Table 2.

Table 2: Descriptive statistics on the themes of managers and these distributions regarding the minds of the rulers when the environmental leadership is called.

Themes	f	%
Orienting the environment according to the school's goals	17	29
Communicating with the environment, interacting	10	17
Collaboration with the environment	8	14
Leadership of the manager	7	12
Act according to the expectations of the environment	6	10
Organizing events with the environment	4	7
Observing and evaluating the environment	4	7
Being a bridge between the environment and the school	2	4
TOTAL	58	100

*Some respondents have expressed more than one theme. Therefore, the total frequency of the administrators was calculated as 58 (administrator, n = 35).

As shown in Table 2, the majority of managers (F = 17, 29%) have stated that the environment is directed to the surrounding leadership according to their goals of the school. A few of the data obtained is as follows;

"The educational institution is in cooperation with the environment and should guide the environment in line with the targets of the school." (Y, 30)

"The manager must be aware of the requirements of the environment and integrate the school's goals and manage the environment in accordance with the school's purposes." (Y, 2)

II. Size: Before the pandemic and the pandemic period, the findings of the directors related to the environmental leadership.

The second size of the research was created under the pandema and in the pandemary period of the managers to reveal their views on the environment leadership. Discussed with 35 administrators to reveal this. "How do you manage the environmental leadership as an administrator before and during the pandemic period?" The question has been asked. The answers to the question are encoded by coding themes and distributions on these themes are given in Table 3.

Table 3: Belemonic statistics on how to manage the environmental leadership as a manager before and during the pandemary period.

Themes	Before Pandemic		Pandemic Period	
	f	%	f	%
Contact Us	15	25	18	42
with good relations	12	20	2	5

in collaboration	8	13	8	19
With Plan / Projects	6	10	5	12
Management for the benefit of the school	6	10	0	0
By meeting expectations	6	10	0	0
By leading	5	8	0	0
following the rules	2	3	4	9
With the contingency approach	1	1	1	2
through the Parents Association	0	0	3	7
With technological contribution	0	0	1	2
Being aware of events around	0	0	1	2
TOTAL	61	100	43	100

* Some respondents have expressed more than one theme. For this reason, the total frequency of the administrators were calculated as 43 at 61 and pandemic period before the pandem (manager, n = 35).

As shown in Table 3, the majority of the participatory managers have mentioned their environmental leadership by using their communication skills before the pandem (F = 15, 25%) and the pandema period (F = 18, 42%) in the pandemic period. The answers given by the managers who advocate this view;

"I'm on both periods of good communication with good communication." (Y, 24)

"It is the head of all things. I always keep my communication routes open and always developed close relationships because of which I am available. This has made my management easier. " (Y, 12)

III. Size: A school manager in the period before the pandem and the pandemia is the findings of what to pay attention to communication with the environment.

The third dimension of the research is aimed to reveal the views of what a school administrator in the cycle of the pandemia and the pandemic period is to be able to make their views on their attention. In order to reveal this to 35 administrators, "What should a school manager take care of the environment with the environment?" The question has been asked. The answers to the question are encoded by coding themes and distributions on these themes are given in Table 4.

Table 4: Before the pandemic and the pandemic period, a school administrator is a school manager in communication with the environment and descriptive statistics on these themes.

Themes	Before Pandemic		Pandemic Period	
	f	**%**	**f**	**%**
With Trust and Integrity	15	29	0	0
Identifying the needs of the environment	14	27	0	0
with joint projects	6	11	4	9
in collaboration	6	11	8	18
With the principle of openness	3	6	3	7
Working with civil society organizations	2	4	0	0
By introducing the school to the environment	2	4	0	0
according to moral rules	1	2	0	0
by motivating	1	2	6	13
effective communication skills	1	2	12	26
Active family involvement	1	2	0	0
Within the framework of hygiene rules	0	0	4	9
By supporting the environment	0	0	3	7
With a good use of technology	0	0	3	7
By making the staff aware	0	0	2	4
TOTAL	52	100	45	100

* Some respondents have expressed more than one theme. For this reason, the total frequency of the administrators were calculated as 45 in the period of 52 and pandema before the pandem (manager, n = 35).
As shown in Table 4, the participatory administrators have mentioned that they are considered to trust and honesty in prior to the pandem (f = 15, 29%). In the light of these findings, a few of the responses to the confidence and honesty in communication of pre-pendemia;

"Honesty is important when communicating with the environment. I can promise things I can do. This shows me as honest and reliable to the environment. " (Y, 14)

"I care about mutual honesty and trust in communication." (Y, 6)

The same administrators have mentioned the most effective communication skills in communication in the pandemary period (F = 12, 26%). In the period of the pandemia, administrators have mentioned effective communication skills when communicating. Some of these;

"Effective communication skills that we cannot meet face-to-face during the pandemary period has gained importance."

"To use communication skills is even more important in the pandemia."

IV. Size: Prior to the pandemia and during the pandemary period, the surrounding area of the surrounding individual institutions and organizations are findings from school expectations from school.

The fourth dimension of the study was created prior to the pandema and in the pandemary period according to the administrative views of the environment in order to reveal the opinions of institutions and organizations from school expectations. In order to reveal this, 35 administrators are the expectations of the institutions and organizations in the surrounding area before the pandemia and the pandemary period? " Answer to the question is sought. The answers to the question are encoded and the data on these themes are given in Table 5.

Table 5: Prior to the pandemia and in the pandemary period, the environments of the surrounding individual institutions and organizations from the school and the descriptive statistics related to these themes.

Themes	Before Pandemic		Pandemic Period	
	f	%	f	%
Prepare students for society	14	31	4	9
To equip students with knowledge and skills	8	18	0	0
Teaching our culture	6	13	0	0
Socialization of students	5	11	0	0
Prepare for higher education	4	9	0	0
technological equipment	3	7	5	11
The development of the environment with the contribution of the school	3	7	0	0
National and moral values	1	2	0	0
Non-disruption of education	1	2	17	38
healthy environment	0	0	11	24
Environmental awareness	0	0	4	9
Help solving problems	0	0	4	9
TOTAL	45	100	45	100

* Some respondents have expressed more than one theme. For this reason, the total frequency of the administrators were calculated as 45 and 45 in the period before the pandem (manager, n = 35).
As shown in Table 5, the majority of the participatory administrators have mentioned the students before the pandem (F = 14, 31%) as the surrounding person, institutions and organizations to prepare the students from school expectations from school. Participant executives are similar to the following responses about this topic;

"Before the pandem, the largest expectation of the environment from the school is to keep up with the society when students graduate." (Y, 8)

"The greatest expectation in the normal time is to prepare the society." (Y, 30)

During the period of the pandem, the majority of managers (F = 17, 38%) mentioned the most of the surrounding person, institutions and organizations from school expectations from school. Participant executives are similar to the following responses about this topic;

"During the period of pandemia, the biggest expectation of our children are disruption of our children's education." (Y, 35)

"The anticipation of the Pandemide environment is not to be struck at the training." (Y, 25)

V. Size: Before the pandem and during the pandemary period, finds that the surrounding person, institutions and organizations are meeting the expectations of the school, and how managers follow the methods or methods.

The fifth dimension of the study was created prior to the pandema and in the pandemary period to reveal the views of the surrounding people, institutions and organizations from the school, while the managers' opinions on how to follow the methods or methods they follow their expectations. 35 Administrators "How do you watch a method or methods when you meet the expectations of the surrounding person, institutions and organizations from school?" Answer to the question is sought. The answers to the question are encoded and the data on these themes are given in Table 6.

Table 6: Before the pandemia and during the pandemary period, the themes of the surrounding person, institutions and organizations from the school's expectations from the school and the descriptive statistics related to these themes and these themes.

Themes	Before Pandemic		Pandemic Period	
	f	%	f	%
Collaboration with surrounding organizations	12	27	11	22
Contact	9	20	6	12
good management	6	14	8	16
with projects	5	11	0	0
common purpose	5	11	0	0
Motivation	3	7	3	6
By analyzing with teachers	2	5	4	8
with the exchange of views	2	5	0	0
with information	0	0	6	12
using social networks	0	0	8	16
To find support	0	0	4	8
TOTAL	44	100	50	100

* Some respondents have expressed more than one theme. For this reason, the total frequency of the administrators were calculated as 50 in the period of 44 and pandemic period before the pandem (manager, n = 35).

As seen in Table 6, the managers (F = 12, 27%) mentioned that the surrounding person, institutions and organizations are cooperated with the surrounding organizations while meeting the expectations of the surroundings in the period before the school. The same managers have mentioned the importance of cooperation when facing managers (f = 11, 22%) in the pandemary period (f = 11, 22%) when meeting their expectations from school. A few of the managers who mentioned this finding have used these statements;

"I am in good relations with the surrounding institutions and organizations as an administrator. Thus, for all kinds of expectations from school, they make them put their hands under the stone. " (Y, 20)

"Every manager is always in cooperation with organizations around the surrounding organizations in line with the goals of the school" (Y, 4)

VI. Size: Before the pandema and during the pandemary period, the findings of which resources, institutions or organizations are the most when solving the problems encountered about the school.

The sixth dimension of the research was created in order to reveal the views on which resources, institutions or organizations, while solving the problems encountered in the school in the sixth dimensional pandem and during the pandemary period. In order to reveal this, 35 administrators are the most of the source, institutions or organizations when solving the problems you are facing the school before and during the pandemary period? " Answer to the question is sought. The answers to the question are encoded and the data on these themes are given in Table 7.

Table 7: Descriptive statistics on the themes and these themes on which resources, institutions or organizations in the pandemet prior to the pandemia and when solving the problems that you are facing on the school.

Themes	Before Pandemic		Pandemic Period	
	f	%	f	%
municipality	26	28	27	28
Ministry of National Education and Culture	15	16	18	19
Parents' Associations	15	16	17	18
Artisan	9	10	7	7
Non-Governmental Organizations	9	10	8	8
Bank/ Cooperative	4	4	5	5
Parents	4	4	4	4
Headman	4	4	4	4
Teachers	2	2	2	2
Civil Defense Organization	2	2	1	1
Foundation	2	2	1	1
Political Parties	1	1	0	0
Union	1	1	1	1
Health Organizations	0	0	2	2
TOTAL	94	100	97	100

* Some respondents have expressed more than one theme. For this reason, the total frequency of the administrators were calculated as 94 and 97 in the period before the pandema (manager, n = 35).

As shown in Table 7, before the pandema (F = 26, 28%) and the pandemia period (f = 28%, 28%), while solving the problems encountered in education, they also mentioned the municipalities. A few of the managers mentioned from this subject have used the following statements.

"We are always in our municipality and are in the position that can answer each we want." (Y, 15)

"In both periods, we receive assistance from the municipality, MEB and from the surrounding business people as school." (Y, 9)

VII. Size: Prior to the pandema and the findings of how the surrounding stakeholders learn to school during the pandemic period.

The seventh dimension of the study was created in order to reveal their views on how they learn the expectations of the surrounding stakeholders on the school prior to the pandem and during the pandemary period. In order to reveal this with 35 administrators "How do you learn the expectations of the surrounding stakeholders in the surrounding period before the pandemic and the pandemary period?" Answer to the question is sought. The answers to the question are encoded by coding themes and the data on these themes are given in Table 8.

Table 8: Prior to pandemia and the themes on how they learn the expectations of the surrounding stakeholders in the pandemary period and the descriptive statistics on these themes.

Themes	Before Pandemic		Pandemic Period	
	f	%	f	%
With good relations	13	30	10	25
With bilateral talks	10	24	2	5
In writing	5	12	4	10
Orally	4	9	0	0
By planning	4	9	4	10
By researching	4	9	6	15
With meetings	2	5	1	2
With social networks	1	2	9	23
Exchange of ideas with the ministry of education	0	0	4	10
TOTAL	43	100	40	100

* Some respondents have expressed more than one theme. For this reason, the total frequency of the administrators was calculated as 40 in the period of 43 and the pandemic period before the pandem (manager, n = 35).

As shown in Table 8, as seen in the pandem of the administrators (F = 13, 30%) and in the pandemary period (f = 10, 25%), have also mentioned that the surrounding stakeholders learned with the help of good relations. The views of the managers who mentioned this theme are as follows.

"Since the school is part of the environment, it must be well in good relationship with the environment. In this way, the expectations of the environment are also taken. (Y, 1)

"I am in constant communication with the surrounding institutions and organizations. So I know what they are waiting for from school. " (Y.30)

VIII. Size: Results for the administrators prior to the pandemia and stakeholders to share their expectations for school in the pandemary period.

The eighth dimension of the research was created in order to reveal the views of the stakeholders on the pandemian of the executives and during the pandemic period of the stakeholders to share their expectations with the teaching staff. In order to reveal this with 35 administrators "Do you share" stakeholders' school expectations to school with the teaching staff? " Answer to the question is sought. The answers to the question are encoded and the data on these themes are given in Table 9.

Table 9: Before the administrators pandemia and stakeholders in the pandemary period, the themes for sharing the expectations of stakeholders with the teaching staff and representative statistics on these themes.

Themes	Before Pandemic		Pandemic Period	
	f	%	f	%
To meet expectations	13	27	13	27
to act together	12	25	11	23
To achieve success	6	13	6	13
To be aware of expectations	6	13	2	4
for democracy	3	6	5	11
For organizational commitment	3	6	0	0
to get ideas	2	4	2	4
To contribute	2	4	0	0
From the openness principle	1	2	0	0
for contributing to the plans	0	0	8	18
TOTAL	48	100	47	100

* Some respondents have expressed more than one theme. For this reason, the total frequency of administrators was calculated as 48 and 47 in the period before the pandem (administrator, n = 35).

As shown in Table 9, the administrators have given the same response before the pandema (F = 13, 27%) and the pandema period (f = 13, 27%). In both periods, they also mentioned that the stakeholders shared the expectations of school to meet expectations with the teaching staff. Some managing views of this finding found are as follows:

"I am always sharing the school's expectations for school with them because of the teaching squad." (Y.19)
"I am sharing in order to respond to expectations in both periods." (Y.6)

IX. Size: Findings on the Foundary between the manager of the pandemia and the manager of normal times.
The ninth dimension of the study was created to reveal the difference between managers of the executives of the pandemia and the manager of normal times. To be able to reveal this, is there a difference between the manager of the pandemia period with the manager of the pandemia. The question has been asked. The answers to the question are encoded and the data on these themes are given in Table 10.

Table 10: Descriptive statistics on the difference between the manager and the manager of the pandemia period and the representative statistics on these themes.

Themes	f	%
To act together	20	31
To achieve success	10	16
To be aware of expectations	9	14
For democracy	5	7
For organizational commitment	4	6
To get ideas	4	6
To contribute	3	5
From the openness principle	3	5
For contributing to the plans	3	5
Create resources	3	5
TOTAL	64	100

* Some respondents have expressed more than one theme. Therefore, the total frequency of the administrators was calculated as 64 (manager, n = 35).

As shown in Table 10, administrators have stated the largest (f = 20, 31%) difference between the manager in the period in the period and before the period. A few of the managers stating ideas in this direction are as follows:

"I am using the remote communication channels with everyone including the pandemide teachers." (Y, 22)

"In this difficult period, unfortunately people have been away from each other. In this period, I use remote communication routes to protect both ourselves and in our environment. " (Y, 29)

X. Size: Results of managers' pandemia during their school and the findings of how they follow a method of solving the problem.

The tenth size of the research was created to reveal what the managers are experienced in their school at their school and how they follow a method of solving the problem. In order to reveal this, what is the biggest problem you have encountered in the 35 manager "the school-related pandemary period of the school you are? How do you plan to follow or monitor a method in the solution of this problem? " The question has been asked. The answers to the question are encoded by coding themes and the data on these themes are given in Table 11.

Table 11: Descriptive statistics related to the fact that managers are the most important problem and the problem they encounter in their schools in their school and how to follow a method of the solution.

Themes of Problems	f	%	Themes of Solutions	f	%
Missing equipment	16	41	Communication and awareness raising with families	12	25
Health safety	9	23	Getting help from institutions	11	23
Communication with the family	5	13	Increasing health measures	9	19
Hygiene at school	4	10	Obeying the rules	8	17
Not sending children to school	2	5	Working for the solution	6	12
Participating in distance education	2	5	Making an online event	2	4
trust the school	1	3			
TOTAL	39	100		48	100

* Some respondents have expressed more than one theme. For this reason, the total frequency of the problems that administrators said 39 and the total frequency of solutions were calculated as 48 (administrator, n = 35).

As shown in Table 11, managers stated that the largest problem encountered in the pandemary period (f = 16, 41%) of the missing instrument instrument. A few of the managers giving this response are as follows:

"The biggest problem we have experienced at school in the pandemary period is that students are not enough tablets, computer or internets for students." (Y, 17)

"It is the middle of which we can't prepare enough for this process. Thanks to the lack of infrastructure, all of our students cannot participate in remote training. " (Y, 7)

Administrators have mentioned the problems encountered during the pandemary period (f = 12, 25%) and to contact families and consciously. A few of the managers commenting on this is as follows:

"We can overcome any problems with communication with families." (Y, 26)

"Conscious families can help teachers in all kinds of subjects in this process and can resolve deficiencies." (Y, 33)

Conclusions and Recommendations
Results
In the conclusion part of the article, the findings that emerged as a result of the interview with the TRNC Ministry of National Education public primary school administrators are given. Each dimension was interpreted individually and compared with the results obtained from previous studies.

Dimension I: The results of what managers think of when environmental leadership is mentioned.

In the first dimension of the research, most of the administrators consider environmental leadership; It has been concluded that it is to direct the environment according to the goals of the school. In Albayrak's research in 2004, he mentioned that schools can reach their goals more easily with environmental support. In the books written by Yiğit and Bayraktar (2010), he talked about the school's sharing its goals with the environment and getting help from the surrounding organizations. In Gül's (2019) research, the school administrator talked about directing the power and pressure groups in the environment in line with the goals of the servant. All these findings support the research finding. When it comes to environmental leadership, most of the administrators gave the answer to direct the environment according to the school's goals. Managers try to achieve the goals of the school they are affiliated with due to their job. Since the school is an open system, it is affected by the environment. Managing and directing the environment in line with the school's goals may be because it is important for the school to achieve its goals.

II. Dimension: Results on environmental leadership of managers before and during the pandemic.

In the second dimension of the research, it was concluded that most of the managers managed the environmental leadership by using their communication skills before the pandemic and during the pandemic period. In Öztürk's research conducted in 2015, it was found that school administration cares about school-environment relations. In the study conducted by Çalışkan (2014), it was found that administrators should be in constant communication with the environment in order to solve school problems. Kavanagh and Ashkanasy's 2006 study found that effective use of communication is important for school. In Çalık's research in 2007, he mentioned that the school and the environment should be in a good relationship, and it is mentioned that the communication between them should be improved for this. The TRNC public school administrator applies to the Ministry of National Education to make up for the deficiencies in his school. Since the budget of the Ministry of National Education is limited, it can only respond to the urgent needs of all schools. Since school administrators have to get financial and moral support from the school's environment in order to make a difference in their schools and move education forward, administrators may have to give importance to communication while leading the environment.

III. Dimension: The results of what a school administrator should pay attention to in his communication with the environment before and during the pandemic.

In the third dimension of the research, it was concluded that before the pandemic, the managers gave importance to honesty and trust in communication with the environment. In the study conducted by Gerşil and Araci (2011) it was found that the feelings of honesty and trust provide cooperation and information sharing. In the study of Bayhan and Işıtan (2010), it was found that the basic elements of friendship relations are honesty and trust. All these findings show parallelism with the finding in the third dimension of the study. In the pandemic period, it was found that managers should use their effective communication skills in communication with the environment. Kavanagh and Ashkanasy's 2006 study found that effective use of communication is important for school. As Claypool stated in his research in 2003, he mentioned the finding that communication skills increase the effectiveness of the institutions they are affiliated with. Şener and

Özan (2019) mentioned in their research that school administrators should have effective communication skills. All these findings support the finding in this aspect of the article.

Both findings in the third dimension of the study complement each other. Because honesty and trust are among the cornerstones of effective communication. Before the pandemic, managers are in effective communication with the environment through events or visits. Thus, they talked about prioritizing honesty and trust before the pandemic. In the pandemic period, meetings, meals, etc. for people to pay attention to social distance rules and socialize. Due to the decrease in activities, school administrators may have mentioned the importance of communicating effectively with the environment.

IV. Dimension: The results regarding the expectations of people, institutions and organizations from the school according to the administrators before the pandemic and during the pandemic period.

In the fourth dimension of the research, the expectations of the environment from the school before the pandemic were to prepare the students for the society. In the regulation published in the official gazette of the Turkish Ministry of National Education (2017), he mentioned the importance of preparing students for the society they live in. Arı (2000) talked about preparing future generations for society by educating them in his research. In his research, Hacıibrahim (2020) mentioned that it is necessary to equip and prepare students with the necessary information so that they can be accepted in the society.

In this dimension, during the pandemic period, the administrators emphasized the expectations of the environment from the school, not to interrupt the education. In the research conducted by Başaran and his friends (2020), it was found that during the pandemic period, students mostly talk about not disrupting education. In Özbay's (2015) research, the purpose of education is; stated that the education continues without interruption despite the negativities.

The purpose of schools is to prepare individuals for society through education. This may be why the administrators talked about preparing students for society in the pre-pandemic period. In addition, during the pandemic period, the importance of not disrupting education has come. The reason for this may be that one of the aims of education when it is given is to prepare students for society.

V. Dimension: The results of the method or methods that the administrators followed while meeting the expectations of the people, institutions and organizations from the school before the pandemic and during the pandemic period.

It has been found that before and during the pandemic, while meeting the expectations of the people, institutions and organizations from the school, cooperation with the environment was achieved. In the research conducted by Kaymakcan and Meydan in 2016, it was revealed that the priority should be family and cooperation with all stakeholders. In the research of Zengin and Çelik (2019), he mentioned the importance of cooperation with the stakeholders around the school. Çiloğlu (2006) mentioned in his research that the school and the environment should act in cooperation. All these findings show parallelism with the research findings. Schools are in constant communication with the environment. As a result of this communication, it may be because the administrators have to cooperate with the environment in line with the goals of the school and direct the environment in line with the goals of the school.

VI. Dimension: The results of which sources, institutions or organizations they received the most support from before and during the pandemic, while solving school-related problems.

In the sixth part of the study, it was found that the school administrators received the most support from the municipalities while solving the problems related to the school before the pandemic and during the pandemic period. Those who commented on the research of Turan et al. (2012) mentioned that municipalities contribute to the development of schools. In the research conducted by Turan et al. (2010), they mentioned that administrators are effective by getting support from municipalities. In Aksu and Demirel's (2011) research, it was mentioned that the municipality should be informed about the problems in the school and that it should be supported. According to the finding obtained in the research of Tümkan and Tümkan (2020), schools mostly receive aid from municipalities. The data of these studies support the findings obtained. In TRNC laws, there is a condition that 15% of the real estate taxes collected by the municipalities should be contributed to the schools. The administrators may have presented this opinion, as all schools receive support from the municipality to which they are affiliated as per this law.

VII. Dimension: Results on how the surrounding stakeholders learned about their expectations for the school before and during the pandemic.

In the seventh dimension of the study, it was concluded that the administrators learned the expectations of the stakeholders about the school in the best relations before and during the pandemic period. In the publications of Turnbull and Turnbull (2001), Çakıl (2007), and Öztürk (2015), the expectation of the family, which is a part of the environment, from the school administrator is to establish and maintain good relations. In the researches of Açıkalın (2016) and Gül (2009), it was mentioned that managers should develop good relations with environmental leaders and visit them. In the writings of Aydın (2005) and Şişman and Turan (2004), it was mentioned that the administrator should have good relations with the school environment in order to be successful in school management. The manager, who is in good relationship with the environment, can get the necessary feedback from the environment. He can learn all the expectations about the school thanks to his good relations.

VIII. Dimension: The results of the administrators' sharing the expectations of the stakeholders about the school with the teaching staff before and during the pandemic period.

In the eighth dimension of the research, it was concluded that the administrators shared with the teaching staff in order to meet the expectations of the stakeholders for the school before and during the pandemic period. In Johnson's (2007) research, students and parents mentioned that they will achieve success by reaching their expectations. Lefkowits and Woempner (2006) mentioned that meeting high expectations increases the success of schools. Eren (2001) mentioned that education undertakes the responsibility of meeting the expectations of the society. The administrators share it with the teaching staff in order to meet the expectations of the environment. This may be because teachers who are aware of the expectations know what is asked of them and can exhibit behaviors that will meet the expectations accordingly.

IX. Dimension: The results of the difference between the management in the pandemic period and the management in normal times.

It has been concluded that the biggest difference in the management process performed by the managers during the pandemic period is distance education. Konuk and Güntaş (2019) have left its place to remote communication as technology develops. In the research of Temel and Ömürmen (2017), it was mentioned that with today's technological progress, distance communication tools are used in the school environment. In the research conducted by Tuzun et al. (2020), he talked about finding new ways of communication in the covid-19 process. In the research of Çakın and Akyavuz (2020), distance education was mentioned during the pandemic period. All these findings support the research finding. Mentioning the finding of distance education as the difference in management during the pandemic period obtained in the research; may be due to the preference of remote communication rather than face-to-face communication in the pandemic. In addition, since the information requested by the Ministry of National Education is always obtained from the environment and teachers through social media, they may have talked about distance communication.

X. Dimension: The results of the biggest problem that the administrators faced in their schools during the pandemic period and the method they followed in solving the problem.

In the last dimension of the study, it was concluded that the biggest problem encountered in schools was the missing equipment. In the research of Başaran et al. (2020) and Özdoğan and Berkant (2020), it was found that there is a lack of infrastructure during the pandemic period. Bayburtlu's (2020) research mentioned that the success of distance education caused by the pandemic can only be achieved by eliminating the infrastructure deficiencies. All these findings support the research finding.

As for the solution of the biggest problem in the last dimension of the research, it was concluded that the administrators and families were contacted and their awareness was raised. In addition, Çetinkaya (2010), Kocabaş (2016), Ekici (2017) and Yalçın and Yalçın (2018) mentioned the importance of families in education. Kavanagh and Ashkanasy (2006) and Tümkan and Altınay (2021) mentioned that communication facilitates education. All these findings show parallelism with the findings of the research.

The biggest problem in this dimension of the research is the lack of infrastructure. This may be due to the fact that students with low economic status cannot afford the necessary equipment (tablet, phone, internet, etc.) for distance education. In order to overcome these and other problems they mentioned, the response of the administrators was to contact the families and raise their awareness. It may be because it is necessary to

inform the family and get help from them in order to eliminate the deficiencies, or to help them find a solution.

Suggestions

✓ Administrators should manage the environment in line with the school's goals in order to manage the environment on the expectations of the school.

✓ Managers should always be in communication with the environment, and the Ministry of National Education should open effective communication skills courses for managers.

✓ When managers communicate with the environment, they should be able to establish a communication based on the principles of trust and honesty. It should inform others about it.

✓ Managers should always be in communication with the environment. It should keep the necessary channels for communication open.

✓ Administrators should share the expectations of the environment towards the school with the teaching staff.

✓ Managers should encourage their teachers to take courses in order to improve and develop distance education.

✓ Managers should try to get support from people, institutions and organizations in order to solve the problems in education.

✓ Education staff at school should strengthen and improve communication with families through social networks during the pandemic period.

✓ Environmental leadership was qualitatively investigated in the study. Environmental leadership can also be investigated quantitatively.

✓ Researchers can examine environmental leadership in depth by performing PEST or SWOT analysis.

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EXAMINING THE CONCERNS OF PRIMARY SCHOOL ADMINISTRATORS ABOUT THE USE OF COMPUTER TECHNOLOGIES IN ACCORDANCE WITH THEIR OPINIONS

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ABSTRACT
This research was conducted to identify primary school administrators' concerns about the use of computer technologies and to offer suggestions on this issue. The population of the research consists of 171 primary school administrators in primary schools affiliated with the TRNC Ministry of Education in the 2021-2022 academic year . The sample of the research includes 60 managers selected from the population by random sampling method. In the research, the personal information form for primary school administrators and the questions prepared to determine their level of computer technology usage were taken from expert opinions and as a result, 5 interview questions were determined. The obtained interview forms and interviewers were contacted directly by the researcher, and the data obtained were audio-recorded, and analyzes were carried out after the themes and coding were made . As a result of the research, in line with the data obtained from the managers, it was emphasized that computer technologies are an inevitable part of our lives, and it was stated that the use of computer technologies has both positive and negative aspects. It has been determined that primary school administrators have concerns about the use of computer technologies, regardless of their gender. When the primary school administrators' age grouping is examined, it has been determined that as the average age increases, their anxiety levels increase, and as the average age decreases, their anxiety levels decrease in direct proportion. When we look at the education levels of primary school administrators, it is concluded that as their education levels increase, their anxiety levels decrease inversely. Within the scope of the solution suggestions received from primary school administrators, in order to be a solution to eliminate the concerns that may be experienced, at the point where the person thinks that it causes anxiety in himself, sees that he is deficient and realizes that he needs to improve himself in this regard, he should attend individual courses or seminars on computer technologies or attend the TRNC Ministry of National Education. It has been suggested that the school should participate in in-service training programs organized by the Joint Education Services and to program the necessary training for school administrator candidates. In addition, it has been suggested that the practical nature of these courses or seminars will greatly reduce concerns by preventing problems that may arise in practice .
Keywords ; Computer technologies, education, primary school, anxiety, manager.

Introduction
This research was prepared to understand the reasons for the anxiety experienced by primary school administrators about computer use. Technology is the accumulation of knowledge obtained for the control and change of the physical environment with the tools developed by humans (TDK, 2021). International Association of Technology and Engineering Educators; He expresses that the change that people make in the natural environment in line with their needs in their daily lives is called technology (ITEEA, 2007). Technology is the application of information that facilitates human life and causing changes in the environment in line with its purposes while applying (Britannica, 2020). People invent concrete objects to produce solutions to the problems surrounding them and develop discipline for the use of these objects. He calls this technology. The effective use of inventions made since the beginning of human history has enabled humanity to evolve and survive (Basalla, 2013). Technology, which is the product of human intelligence (Bensghir and Leblebici, 2001), refers to the ability of a person to make it useful and functional by adding information to his/her existing knowledge for himself and his environment (Eren, 1982).

Science and technology, which are developing rapidly, as in every aspect of our lives, are also in a rapid development process in the field of education. Depending on these developments, we encounter many changes and innovations in the learning and teaching processes. Classical techniques, tools and materials, which are old methods applied in education, are now out of date. Especially in the last quarter century, these old methods have been replaced by new technical and technological tools (Yılmaz, 2010). Just as the development of technology leads to changes in the methods and techniques of education, scientific, social and global influences also lead to changes in the structure and functions of education (Yurdakul, 2015).

In our age, science and technological advances are among the factors that deeply affect the structure of society and education systems. Developing modern technology, basic sciences, production, transportation and communication methods change the structure of societies and necessitate their structural adaptation to this change (Akkoyunlu, 1998).

When we look at the educational structures in the world, it is seen that educational institutions are planned to provide skills to suit today's developments (Yolcu and Demirer, 2017). In our age where all kinds of technological and electronic means are used, the situation is no different for education. For this reason, research shows that people who are eager to acquire new knowledge and skills and have this perspective are needed in flexible societies (Aksoy, 2003). Therefore, the importance of educational institutions in meeting human needs comes to the fore once again at this point (Yılmaz, 2010).

Technological change and development in the world directly affects education and increases the value and efficiency of education within the framework of educational technologies. (Çakırer , 2002) For this reason, it is said that the use of computer technologies has become inevitable in order to make the education policy prepared for the future (Çallı, 2002) effective and efficient (Atman, 2005).

Educational institutions are among the institutions that need to use new technologies most effectively. Technological developments, which have become increasingly widespread since the early 1980s, are used in many areas such as presentations, teaching materials, and carrying out some administrative tasks in school environments. (Brush,1998). The positive development that has occurred under the influence of education in the last quarter of a century can be seen in every aspect of our lives. Education that is so effective forces administrators to be leaders in teaching environments. They should be especially effective in the use of computer technologies, and school administrators should be the ones who guide and encourage teachers and students . For this reason, the school administrator must constantly improve and renew himself (Seven, 2021) .

In order for educational organizations to become efficient and functional, educational administrators must provide leadership (Kurtuldu, 2007). The most important leadership qualities are being able to manage information in today's information age. Good management of information depends on ensuring the highest return and utilization in the most efficient way (Ata, 2006). School administrators and teachers bear the most responsibility for the use of technology in educational institutions (Yurteri, Fırat, Hayta & Yınal, 2023).The technological equipment of school administrators and their attitudes towards technology are very important for the efficiency of educational environments (Şahin, 2020).

Today, existing applications are being transformed and technologies suitable for the new system are being introduced (Fidan, 2007). The use of technology nowadays has pushed people to access information, use information and acquire new information. In order to use technology effectively while accessing information, leaders may be needed to guide from time to time. In the research carried out, standardization studies were carried out on this subject, and in the United States, technology leadership standards were developed by ISTE (International Society for It was determined by Technology in Education (International Technology Society in Education) in 2009 and technology leadership standards (NETS-A) were developed for education managers. According to these standards, the characteristics that a technology leader must have are listed as follows (Hacıfazlıoğlu , Karadeniz and Dalgıç, 2010);

1. *Visionary Leadership* : Provides technology integration to the organization covering the entire institution, develops a common vision to achieve excellence in corporate transformation and leads by inspiring.
2. *Digital Age Learning Culture* : It ensures its continuity by creating interesting environments that are suitable for the culture of the digital age, taking into account the needs of all students.
3. *Excellence in Professional Practice* : It supports the learning of both educators and students with a professional and innovative approach, using digital and contemporary technological resources.
4. *Systematic Development* : Ensures the continuous development of the governing institution through the use of effective information and technology resources, ensuring digital age management and leadership.
5. *Digital Citizenship* : It helps the organization understand social, ethical, official and legal issues by developing responsibilities regarding the changing digital culture.

Technological leadership; It is defined as being able to use technology effectively, creating an environment to access technology, providing resources, encouraging, inspiring and collaborating (Seven, 2021). In order for educational organizations to become efficient and functional, educational administrators must provide leadership (Kurtuldu, 2007). The most important leadership qualities are being able to manage information in today's information age. Good management of information depends on ensuring the highest return and utilization in the most efficient way (Ata, 2006) .

In recent studies, leaders who are familiar with technology, have sufficient technological knowledge, follow technological developments, are pioneers in the application of technology, enable the use of technology by influencing their environment, and can use technology in other areas are defined as visionary leaders. They

explain visionary leader characteristics by dividing them into four groups: digital age learning culture, excellence in professional practice, systematic development and digital citizenship (Gökoğlu and Çakıroğlu, 2014).

A conscious school administrator is a leader who makes efforts to renew and improve himself with the requirements of the information age (Uğur, 2010). It has been stated that people with high self-efficacy beliefs in using computer technologies are more participatory in activities related to computer technologies and that it is easier for them to cope with any problems they encounter (Akkoyunlu and Orhan, 2003). From this point of view, it is seen that school administrators, who are role models for teachers and students, provide guidance regarding anxiety and self-efficacy perceptions in terms of using computer technologies (Uğur, 2010).

Adapting to rapidly developing technology can become difficult and cause anxiety lately. Definition of anxiety; In case of experiencing any of the emotions such as sadness, distress, fear, sense of failure, helplessness, anxiety of making a mistake and being judged, it is stated as an expression of excitement that can be measured by different physiological reactions such as heartbeat, blood pressure, chemical structure of blood, breathing and exhalation rates (Cüceloğlu, 2009).

In general, anxiety is the feeling that something bad will happen to a person (Öktem, 1981). It is described as a threat to basic motivations such as self-esteem due to the feeling of not being able to achieve a task that a person has undertaken to do (Fiske and Morling, 1996). Emotional reactions that cause pressure and tension in stressful situations such as sadness, tension, worry, delusion, restlessness and fear are defined as anxiety (Köknel, 1989; Özgüven, 1994).

Symptoms of computer anxiety can manifest itself as feeling uncomfortable using the computer, experiencing heart palpitations and panic attacks (Brosnan, 1999). According to the research, the behavioral patterns seen in people with computer anxiety are as follows: (Maurer and Simonson, 1994) ;
1. Avoiding areas and computers where computers are located.
2. Be extremely cautious and take precautions when using the computer.
3. Negative conversations about computers.
4. Preferring short periods of time when using the computer.

As a result, a person with computer anxiety is someone who avoids and is afraid of using computers. These people avoid encountering computers and communicating (Smith and Kotrlik, 1997). Anxiety about computer technologies causes fear and anxiety. This situation drives people to change their attitudes and behaviors towards innovations and causes them to resist innovation. However, in order for institutions to survive, they must have an innovative understanding and exhibit innovative features as a necessity of keeping up with the times (Çetin and Bülbül, 2017).

Studies show that people can experience computer anxiety and that it can be measured scientifically (Maurer and Simonson , 1994; Hakkinen, 1994). Computer anxiety is the individual's thoughts, prejudices or fear about using a computer and its consequences (Marcoulides , 1989). In order for innovative managers to be successful in the cultural environment they will create in their institutions, it depends on their ability to be free from fear and anxiety, enterprising, courageous, sensitive to their environment , interested in uncertainties, and accepting of events and situations (Bülbül, 2010).

Purpose
Purpose of the research
In this study; It targets primary school administrators working in the 2021-2022 academic year under the Department of Primary Education within the Ministry of National Education of the Turkish Republic of Northern Cyprus. This research aimed to determine the concerns of primary school administrators regarding their use of computer technologies. In this regard, answers to the following questions were sought in the research;
1.What are your views on the use of computer technologies in education?
2.Have you ever worried about the use of computer technology? If so, what would you say these concerns are based on?
3.If you were to rate your anxiety towards computer technologies on a scale of 1-10, how would you give yourself?
4. Have you been able to overcome your concerns about computer technologies? If you have overcome it, what method did you follow to overcome it?
5.What do you think can be done to overcome concerns about the use of computer technologies in education?

In line with this research, it aims to contribute to the field by giving primary school administrators the opportunity to evaluate themselves in the light of information about their concerns about computer technologies.

Importance of Research

Science and technology, which is now called the information age, continues to develop and renew at an incredible pace. In the face of this development and change, the education people receive remains inadequate throughout the process, which puts people in trouble in their own fields while practicing their profession. Primary school administrators have a critical importance in terms of the education and training process. It is thought that primary school administrators should have some innovations in order to use learning and teaching processes effectively and efficiently in terms of information and technology, which will positively affect other education workers and students. For this reason, primary school administrators' concerns about using computer technology should be determined and necessary arrangements should be made for the education system as a result of these concerns (Yılmaz, 2010) .

In order for learning and teaching processes to be more efficient and effective, it is thought that school administrators' possession of certain technological competencies will have a positive impact on both teachers and students. For this reason, it is thought that it is important for the education system to determine the anxiety levels of primary school administrators in using computer technologies and take the necessary precautions in line with the results.

It is hoped that this research will provide guidance to primary school administrators in terms of what needs to be done by providing them with information to evaluate themselves in using computer technologies. Therefore, it is thought that school administrators will participate in applied courses or seminars to develop computer technologies and technological leadership competencies during their term of office, and by giving importance to in-service training activities, they will become more competent in recognizing technology and actively using these technologies.

When the literature was examined, it was seen that there were few studies on the use of computer technologies by primary school administrators in TRNC. For this reason, although the research is important in this respect, it is hoped that it will provide guidance to primary school administrators in TRNC in terms of what needs to be done by providing them with information to evaluate themselves in using computer technologies.

Limitations of the Research

1. This study is limited to administrators working in primary schools affiliated with TRNC Ministry of Education, Department of Primary Education in the 2021-2022 academic year.
2. The study is limited to the surveys used in the research.
3. This study is limited to the participants' responses to the surveys.

Method
Model of the Research

This research; In the light of the questions asked to the participants about their computer technology concerns, a holistic approach, flexibility in the research design, and a qualitative method with an inductive analysis in revealing perceptions were applied (Yıldırım and Şimşek, 2018).

Qualitative research method; It is a method of obtaining information that provides the opportunity to reach a small number of participants on detailed information and situations (Patton , 2014). In the research; On the basis of "case study", one of the qualitative research methods, a "nested single case" design, which allows multiple analyzes using a single case design, was applied (Yin , 2016). The situation examined in the research was conducted on 60 administrators in line with the opinions of the participants working in the administrative staff in primary schools affiliated to the Ministry of National Education of Northern Cyprus.

Sample of the Study

The sample of this research consists of 60 people working as administrators in public primary schools affiliated with the Ministry of National Education and Culture of Northern Cyprus in the 2021-2022 academic year. The sampled administrators consist of principals and assistant principals working in 24 different schools. The sample used for the research was made in accordance with the "purposive sampling" approach. Purposive sampling; It allows the desired situations to be examined in detail to obtain rich data (Yıldırım and Şimşek, 2018). The administrators selected in the research in accordance with purposive sampling, principals and assistant principals working in primary schools in different regions of the island, are suitable for "easily accessible case sampling".

Easily accessible case sampling, or "convenience sampling", is based on items that are quickly and easily accessible (Patton, 2014).

Data Collection Tool and Data Collection

In the research, interview technique was used to analyze the views of primary school administrators towards computer technologies. The most powerful features of the interviews are; It allows us to have information about the lives of people, observed or unobserved situations, and to understand how they convey it with alternative explanations (Creswell, 2017).

To obtain research data, a semi-structured interview technique was used to obtain the opinions of 60 administrators affiliated with the Ministry of National Education and Culture of Northern Cyprus on the subject. In semi-structured interviews, it is aimed to make the most of participant experiences by using pre-prepared open-ended questions (Creswell, 2017).

The questions in this research consist of two parts. In the first part, there are questions to determine the school administrators' age, gender, educational background, degree of education, and years of service as an administrator. In the second part of the survey; The interview form questions consist of 5 open-ended questions. The interviews were held in the schools where the administrators worked, and focus group interview technique was used. Focus group discussions; It is the use of predetermined instructions that prioritize people's characteristics. Among qualitative data collection techniques, it has recently been frequently used in action research (Yılmaz and Oğuz, 2011).

Individual interviews with each participant lasted approximately 20 minutes. The interview was audio recorded and answers to the following questions were sought during the interviews;

1. What are your views on the use of computer technologies in education?

2**.** Have you ever worried about the use of computer technology? If so, what would you say these concerns are based on?

3. If you were to rate your anxiety towards computer technologies on a scale of 1-10, how would you give yourself?

4. Have you been able to overcome your concerns about computer technologies? If you have overcome it, what method did you follow to overcome it?

5. What do you think can be done to overcome concerns about the use of computer technologies in education?

Data Analysis

In this research, the "content analysis" method was used to analyze the data. Content analysis; It is the quantification of what is said or written, oral or written material by coding it with a systematic analysis (Balcı, 2004). In content analysis, four stages are applied (Miles and Huberman , 1994). The application was made as follows;

a) Coding of Data : The information obtained and analyzed during the interviews was compiled and coded by numbering the lines. While creating the coding list; "Consensus" was achieved, and new regulations were made on issues of "disagreement" by discussing them.

b) Finding Themes : The codes determined in the first stage were collected under the created categories. Thus, an attempt was made to find common aspects between the codes.

c) Organizing the Data According to Codes and Themes : In order to convey the opinions of the participants to the readers, numbers starting from 1 are given for each participant (For example: Y-1). These codings were used when quoting participants' opinions.

d) Description and Interpretation of Findings : The findings obtained as a result of the interviews with the managers participating in the research and the interpretation of these findings are discussed in this section. The findings were presented in detail with quotations, thus strengthening the validity of the research.

Findings And Interpretation
Results _
In this section, the research was examined in line with the problem statement and the data obtained was analyzed. If we look at the tables showing the findings and the interpretations of the findings ;

Table 1.

Information on Demographic Characteristics of Primary School Administrators

Information on the demographic characteristics of primary school administrators is given in Table 1.1, Table 1.2, Table 1.3 and Table 1.4.

Table 1 .1. Distribution of Participants by Gender

GENDER	N	%
Women	24	40
Male	36	60
TOTAL	**60**	**100**

Table1. one; 24 female and 36 male managers participated in the research. The percentages were determined as 40 to 60.

Table 1.2. Distribution of Participants by Age

AGE	N	%
27-32	10	16.66
33-38	14	23.33
39-44	24	40
45-over	12	20
TOTAL	**60**	**100**

Table1.2; It was observed that most of the participants were between the ages of 42-47, with 40% . The least number of participants are the 31-36 age group who have just started their managerial duties .

Table 1.3 Distribution of Participants by Education Level

EDUCATION LEVEL	N	%
Undergraduate	33	55
Master's Degree	22	36.66
PhD	5	8.33
TOTAL	60	100

Table1.3; When we look at the education levels of the participants in the study, it was determined that more than half of them had a bachelor's degree.

Table 1.4. Distribution of Participants According to Their Term of Office

TERM OF OFFICE	N	%
0-5	20	33.33
6-10	18	30
11-15	10	16.66
16-20	8	13.33
21-25	4	6.66
TOTAL	60	100

Table1.4 ; When the participants were asked about their tenure, the most common answer was 33.33% that they had been managers for 0-5 years.

Table 2.

I. Computer Tech in Education of Managers . Opinions on Their Use

OPINIONS		N	%
Negative	* Diversity of information head confusion creates (N=3) * Annoyed use should only be done vehicle must be (N=2) * Use of if unknown problem habitable (N=2)		

		N	%
Comments	* Use areas (sites , images) if not found si - crumbs happens (N=2) * Preparation if not, waste of time experienced (N=2)	12	7.79
	* Without effort to knowledge to reach provides (N=1)		
Positive Comments	* Image memory supports (more more to the sense address) (N=16) *It is of great importance (N=15) * Subject in his presentation convenience , practicality (N=14) * Education for is supportive (N=12) * To resources in reaching convenience (N=11) * Age to the necessity foot fake (N=10) * Use of productive And required (N=10) * Inevitable obligation (N=9) * In education speed increases (N=8) * Afar in education important contribution (N=7) * Fun learning provides (N=6)	142	92.20
	* Education for useful (N=6) * In children curiosity creates, attracts (N=5) * Research desire , ability earns (N=3) * To innovations path opens (N=3) * Qualification And efficiency increases (N=3) * In perception selectivity improves (N=2) *A lot advantageous situations provides (N=2)		
	TOTAL	154	one hundred

Primary school administrators expressed positive opinions about the use of computer technologies. Opinions such as " *it supports visual memory, it is of great importance, ease of presentation of the subject, practicality* " came to the fore the most . Participants who had a slightly negative opinion also stated that " *diversity of information creates confusion, if there is no preparation, there is a waste of time, and it allows access to information without effort.* " There were opinions such as:

Table 3.

I. Managers ' Computer Tech . Their Views Regarding Their Concerns About Their Use

OPINIONS		N	%
YES	* Wrong Something don't do that I have fear (N=8) * Previously education not taking (N=6) * Tek.nin fast development anxiety donor (N=5) * Wrong informations available (N=4) * In-service education insufficient (N=4) * Ads existence distressed (N=3) * Initially I was afraid (N=2) * Insufficient i am I think (N=2) * Process before preparation required (N=1) * Complicated use There are cases (N=1)	36	60
NO	* Technology with drink inward i am for I didn't hear (N=8) * Previously information And experience I own (N=7) * None anxiety I didn't hear (N=5) * Trying over time is learned (N=3) * Subject with relating to course I bought (N=1)	24	4 0

		TOTAL							60	one hundred

In this table, 60% of the participants answered " *yes, I experience anxiety* ". *The group* that does not experience anxiety is 40% . Opinion of the participants who experienced the highest anxiety; " *I have a fear of doing something wrong* ". Another opinion is; " *I don't think I'm enough* ". The opinion of those who do not experience the highest level of anxiety among the participants is; It has been said, " *I have not heard of it because I am in touch with technology* ." If we look at the lowest opinion, it was stated that " *I took a course on the subject* "

T able 4.

I. Computer Tech in Education of Managers . Their Self -Notes About Usage Concerns

NOTES	X	X	X	X	X	X	X	X	X	X
	X	X	X	X	X	X	X	X	X	X
	X	X	X	X	X	X	X	X	X	X
	X	X	X	X	-	X	X	X	X	-
	X	X	-	X	-	X	X	X	-	-
	X	X	-	X	-	-	X	-	-	-
	X	X	-	-	-	-	-	-	-	-
	XXX	X	-	-	-	-	-	-	-	-
	X	X	-	-	-	-	-	-	-	-
	X	X	-	-	-	-	-	-	-	-
	X	-	-	-	-	-	-	-	-	-
	X	-	-	-	-	-	-	-	-	-
	X	-	-	-	-	-	-	-	-	-
	X	-	-	-	-	-	-	-	-	-
	14	10	4	6	3	5	6	5	4	3
POINT					60					

In this table, it was previously explained that anxiety increases as the grades move towards 10. In this case, if we take the average grade of 5 as seen in the table, 34 managers give themselves grades of 5 or above regarding the use of computer technologies; 26 managers gave themselves a score below 5 regarding anxiety.

Quotations about notations can be exemplified as follows;

1 .*"I gave myself 1. I have no concerns about this. "I think I will overcome the innovations that I may be worried about by getting education."* (Y;11)

2. *"I would give myself a 2 because I am competent to carry out many administrative and correspondence tasks in our school via computer and internet."* (Y:13)

3 .*"I would give 3. "I do not have sufficient equipment in the field of computer technology."* (Y:2)

4 .*"4 because, it is difficult, but it is not a problem that cannot be prevented."* (Y:26)

5. *"I give 5 because the information sources are diverse, there are inaccurate and non-standard sites."* (Y:6)

6 .*"I give 6. "I am worried because I have not received sufficient training on this subject."* (Y:49)

7 .*"My anxiety 7. I take many precautions to eliminate the problems, but they are not resolved ."* (Y:37)

8 .*"I would give 8. Because there is no reversal in any mistake and the efforts spent are wasted."* (Y:15)

9. *"I would give 9 because I think my level is good in this regard."* (Y:58)1

10. *"I would give 10. "Like not having enough information, not being able to get help, not being able to correct me if I make a mistake."* (Y:32)

Table 5.

I. Managers' Computer Tech. Methods They Use to Overcome Usage Concerns.

MAIN THEME	THEME N %	
I Overcame My Anxiety	* Myself I developed (N=9) * To learn I made time for (N=8) * More _ I researched (N=8) * From the environment by asking I learned (N=7) **38 63.33** * Understanding from people help I bought (N=3) * Subject relating to course I bought (N=1)	
my anxiety I couldn't get over it	* My anxiety I couldn't get over it , always innovations happens (N=12)	**12 20**
I Did Not Experience Anxiety	* Anxiety I did not experience (N=10) **10 16.66**	
	TOTAL 60 100	

In Table 5, 38 participants agreed on overcoming concerns; Methods such as *"I improved myself, took time to learn, researched more, learned by asking people around, got help from people who understood, and took courses on the subject"* were stated.

that there were 10 participants who said " *I did not experience anxiety* ", while there were 12 participants who said " *I could not overcome my anxiety, there are always innovations* ".

Table 6.

I. Computer Tech. Through the Eyes of Its Managers. What are the Suggestions for Overcoming Usage Concerns?

OPINIONS N %
Adequate training should be provided 28 46.66
Opportunity should be given to repeat, practice and apply 14 23.33
Must be convinced of the necessity of its use 6 10
Research should be done 3 5
Users should be made aware 3 5
Users must be willing 2 3.33
Purpose of use must be determined in advance 2 3.33
People to get help should be determined 1 1.66
Time should be allocated for use 1 1.66
TOTAL 60 100

adequate training should be provided " comes to the fore with the highest percentage . The next highest opinion percentage was " *the opportunity for repetition, research and application should be given* ". The opinions with the lowest rates were as follows: " *The purpose of use should be determined in advance, people to get help should be determined and time should be allocated for use* ."

Argument

In the research, information on demographic characteristics is presented in Table 1.1, Table 1.2, Table 1.3 and Table 1.4, in line with the questions asked to the participants. In Table 2 participants in training Their opinions regarding the use of computer technologies were stated. Table 3 shows the participants' opinions regarding their concerns regarding the use of computer technologies. Table 4 presents the scores given by the participants regarding the use of computer technologies in education. Table 5 shows the methods used by participants to overcome their concerns about using computer technologies. Finally, Table 6 shows the participants' suggestions for overcoming their concerns about using computer technologies . According to this; When we look at the results of the research, it is seen that administrators with higher seniority in primary school administration have increased concerns about using computer technologies compared to administrators with lower seniority.

Similar findings have been found in many studies as follows; According to Kökdemir 's (1997) research, when the computer anxiety levels of managers were measured, it was determined that managers between the ages of 49-60 were more anxious than managers between the ages of 37-48 and 24-36. Considering that the group with high anxiety would retire soon, they said, "I am no longer away from you." It has been concluded that it is possible that they may act with thoughts such as "I'm over it" or "What good will I do after this age?" and therefore they may avoid the learning process.

School administrators should provide the necessary support to teachers, who play a key role in the education system, and should not be concerned about adapting all kinds of technology (Çevik and Baloğlu, 2007). In a similar study, the attitudes of young administrators and teachers towards computer anxiety revealed more positive results than the attitudes of middle-aged administrators and teachers towards computer anxiety (Karaltürk, 1997). In another study, when the attitudes of teachers over the age of 35 about computer technologies were examined, it was determined that they were more anxious than those under this age (Cambaz, 1999). In another study that reached the same conclusion, it was observed that young people had significantly lower anxiety than older people (Rosen and Weil, 1995).

In a research conducted with teachers, it was found that those who had a bachelor's degree were more likely to use Windows , Word , Power . It has been observed that the level of anxiety they experience when using programs such as point is lower than teachers with associate degree degrees, and it has been concluded that they use such programs more frequently (Eroldoğan, 2007). When we look at another research, it was seen that there is no significant difference between managers' perceptions of their competence in technology leadership and their seniority (Çakır and Aktay, 2018; Dinç, 2019). In another study, it was revealed that a person's ability and desire to use computers in the teaching process is highly related to his or her level of education (Eliaçık , 2006).

It has been determined that school administrators who have worked in schools for 1-10 years are more competent than more senior administrators (Ergishi , 2005). In addition, it was found that managers with 10 years or less experience have lower anxiety towards computer technologies compared to managers with more than 10 years of experience (Bostancı, 2010). Another study found that there was no significant difference in the perceptions of seniority in management and technology leadership competencies (Çakır and Aktay, 2018; Dinç, 2019).

Conclusion And Recommendations
The research findings were examined in line with the problem statement and it was seen that school administrators' concerns about using computer technology should be taken into consideration. A study with similar conclusions concluded that it is necessary to train school administrators who will lead technology so that they can use technology effectively in schools (Turan, 2002). Informal interviews were held with school principals to determine the use of technology and the role of school administrators . In this research, it was stated that the technology to be used within the school is important and necessary, but they have little knowledge about using technology. In addition, it has been emphasized that professional courses should be held so that teachers can improve (Brooks, 1997). As a matter of fact, the same conclusion was reached with the findings obtained in this research. Based on this result, suggestions are made below.
1. This research was conducted with TRNC primary school administrators. Another study may be conducted at the level of middle and high school administrators.

2. Qualitative research method was applied in this research. Another study can be conducted on this subject in which the quantitative research method and the mixed method of quantitative and qualitative methods are used together.

3. In this research, managers were studied. Another study can be conducted to examine the reflection of administrators' anxiety levels on the school environment from student or teacher perspectives.

4. Solutions can be produced by examining the infrastructure in schools of school administrators who are experiencing anxiety.

5 . When we look at the programs that train educational administrators, it is seen that there are no elements that will provide technology-related competence. In this context, in-service training, seminars, courses or postgraduate education programs can be organized for school administrator candidates with the support of universities.
6. Technology can be used as a facilitating element in manager selection. In this way, it can be aimed to train managers who are not afraid to use these technologies and who can integrate technology into their institutions.

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INNOVATION FOOD MOBILE ORDERING APPLICATIONS. THE KFC ORDERING APP CASE IN JORDAN

Diffusion of innovations and communication COMM628
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ABSTRACT
This study aims to how mobile apps are now popular for ordering food making use of online applications in Jordan. The study aims to explore the service that uses mobile phones to order food and it is now popular. The system of mobile ordering started seven years ago in Jordan and has been acknowledged for an increase in e-satisfaction on the clients' side. Thousands of restaurants in Jordan are using mobile applications to compete with other food outlets. The method of mobile ordering attracts many customers and they are satisfied with the service. Loyal customers are more satisfied they are well-known by the restaurant owners, Customers are satisfied that they can repeatedly use the app to order food. Mobile food ordering apps have been used by customers and many of them are certified with the system.

This research paper will use a qualitative research method approach through online interviews of 10 participants between KFC staffers and the customers who use the KFC food mobile ordering app. The interview method aims for 9 valid responses, with a response rate of 96.0 per cent expected. The expected results finding show a positive relationship between innovation and the KFC online food ordering application a successful technological advancement in Jordan. The findings also provide credence to the idea that innovation and mobile application played a significant role in the efficient services in the operations of KFC towards its customers. Customers from Jordan showed a pronounced interest in the availability of customer evaluations on the MFOAs in the current survey. This suggests that people who use MFOAs consider internet reviews of restaurants as reliable, practical, comprehensive, and pertinent sources of information they can consult before placing an order. The study's findings also support the use of online food mobile apps in many other business sectors not only in KFC Jordan research.
Keywords: Diffusion of innovation, KFC App, Jordan.

Introduction

The effective fast-food industry in the Jordanian urban town has been becoming a recurring problem whenever clients want to buy food from the comfort of their homes without necessarily going to a fast-food outlet. The process of buying food from restaurants in Jordan was traditionally becoming expensive, and the costs were also exorbitant because it required the customers to hire a cab or use public transport, bringing additional costs and being time-consuming as a strain. This study will explore how the Mobile Food Order Application (MFOA), a novel product, entered the Jordanian food industry. The research will investigate the merits of this innovative development in Jordan's urban cities through the KFC food outlet organization. While some KFC customers were at first socially reluctant to switch from the traditional system of going physically to KFC food outlets, they gradually discovered that the Mobile Food Order Application (MFOA) was efficient, fast, and provided excellent service. The study will also look at the degree of customer acceptability.

Innovation

Innovation online meal-ordering apps have drawn a lot of attention in Jordan and other nations in the region, academic academics have not thoroughly examined and tested the problems that these apps raise. In short, since the majority of earlier studies on innovative mobile apps in general, have focused solely on issues related to user initial and intention adoption, the level of customer satisfaction has persisted and is largely because the most well-known MFOAs are well-known and well-tolerated by users. Since these applications have only recently been made available in Jordan, it is important to examine the factors that can influence consumers' attitudes, intentions, and behaviour toward them. The main issue raised also has to do with how these applications affect customers' satisfaction and intention to reuse products in the future. a model that is capable of highlighting the most important elements from the perspective of Jordanian users while also covering dimensions relating to features seen on the majority of mobile apps. A thorough study reveals several themes that were taken into account in earlier MFOA investigations. The academic community is just beginning to become interested in MFOA issues, even though

MFOA systems are widely employed in the restaurant sector worldwide. The most frequently mentioned theme is looking at new apps from the standpoint of customers' continued use of online meal-ordering services. Customers' attributes toward MFOA have been a significant theme considered. An empirical study conducted in China found that the perceived value and attitudes of customers towards food delivery apps are greatly shaped by design, the level of trust, and product verification and that important differences in the customary thinking of such apps were observed between single multi-person families and single-person families. Customers are more likely to positively value such apps and to be satisfied about their experience using them on their mobile devices (Al Amin, et, al, 2020). Customers' habitual behaviour, such as food ordering from restaurants, could be a critical component in shaping customer behaviour toward MFOAs and customers' intention. More significantly, there is a consensus in the prior literature on mobile commerce that features innovative technology for mobile, such as online reviews, online ratings, and tracking online, that play a big role. Furthermore, there is a need to validate and consider the effect of this construct in shaping the behaviour of the customer towards MFOAs in Jordan.

Mobile Phone
The number of global apps available for download on mobile phones exceeded one hundred eighty billion by twenty-seven in the first quarter of 2017, which was the time KFC Jordan was attempting to make a pilot test run of the MFOA. This number is predicted to rise to 258.2 million by twenty-two. Due to the fierce competition in a market with more than 20,000 eateries, restaurants in Jordan have begun to look at mobile commerce as a new strategy to either retain existing consumers or draw in new ones. In summary, by the end of 2018, the Talabant MFOA had merged with 718 Jordanian-owned eateries and had started accepting orders from clients in Amman.

Frequently, Jordanian restaurants were looking to build their brand and equity through the MFOA apps. In a nutshell, interactive development technologies resulted in customers becoming more active and engaged in a variety of commercial activities, such as information gathering, purchasing, review providing, and alternative comparing. The Jordan selection as the context for the empirical part of the recent study was because of the promising MFOAs in Jordan that neighbouring countries were comparing. Consequently, the restaurants of the Jordans are looking to build their brands and apps that are equal. About ninety-five per cent of the population of Jordanians had subscriptions to mobile and internet services, and between them, about thirty-eight per cent of them use mobile devices to access the internet or mobile services. In the Jordanian market, for instance, the average number of mobile subscriptions by the end of twenty-five had reached eleven million, with a penetration rate of nearly one hundred and forty-seven per cent. According to the Jordan Advisors Group, while the majority of smart device owners used mobile apps, approximately 31% of smartphone app users were not fully informed of the nature and benefits of the novel system, with social media apps being the most commonly downloaded. Applications of food are the second most downloaded, mostly by iOS users (Dirsehan and Cankat, 2021).

Mobile Ordering Application
The mobile ordering applications were initially not evaluated by researchers, but they did bring many tourists to Jordan. Many nations skipped the necessary testing stage. The meal-ordering applications were anticipated to be closely examined because they had just been introduced in Jordan. They can choose which countermeasures will work best to stop online food ordering while they do their investigation. Customers who are happy with mobile apps can continue to use them. The bulk of customers now places their orders through applications. Researchers routinely ask about the effects of mobile apps on consumers. If users are satisfied with the program, they are free to continue using it. One important aspect that Jordanian customers might recommend is the size of online meal orders. When the app is discussed, customers find it easier to access the ordering apps. Numerous restaurants now offer simple ways for customers to buy food (Troise et al., 2021). Restaurants can provide information to customers about the various meal selections. Users may easily and conveniently order food through online ordering apps. Accurate information is followed by thorough updates. Many customers follow the information so that they can view and order their food. Customers and restaurant owners can face problems with congestion, especially when there is traffic and delays in deliveries. Customers sometimes face problems waiting for their food for a long time. Some restaurant owners devote more time to customer service than others. Mobile apps are convenient since customers can order food online and pay online without physically going to the restaurant. Mobile food ordering apps (MFOA) is popular in Jordan, and they are developing gradually in most towns. The mobile commerce application was considered five years ago, and it attracted many customers. The mobile apps satisfied many customers and maintained loyalty with customers. There is competition among restaurant owners, and the best services are provided so that customers continue ordering food. Customers can provide reviews because of the interactive technologies (Vinaik et, al, 2019). Commercial activities have made customers active every time. However, the

restaurant can now build recognition for its brand using the apps. The neighbouring countries in Jordan are currently conducting comparisons on how they can contact empirical current studies. In 2015, there were over 10,000 subscribers. Nearly 100 per cent of Jordanians have a mobile or smartphone. Mobile access has helped many customers of the restaurant use Internet services to communicate and place orders. Customers also used online ordering as it is easier and more useful. Furthermore, customers are willing to use the online application and have a positive attitude towards it. Some people are single, and they find it more important to order food than to cook for themselves. Smartphones are used to download mobile apps so that they can order food. The restaurants in Jordan are using online food ordering and joining mobile apps. The application is considered in Jordan, and it has attracted many customers. Customers can use the online view so that they can view the food available in the restaurant that they want to order (Al Amin, et, al, 2020). Many customers are provided with discounts and sometimes free delivery so that they continue ordering the food. The financial costs in Jordan satisfy the customers. Customers are not supposed to physically visit the restaurants if they order food. Customers are satisfied with the impact of prices since there is competition in prices in restaurants.

KFC

The founder Colonel Sanders officially introduced KFC in 1930, when turned he turned 40 in Corbin, Kentucky in America, he acquired a roadside motel and began serving his southern-style chickens. However, it wasn't until 1939 that Colonel Sanders perfected the unique blend of 11 herbs and spices that is still kept a secret today. The fast-food company was brought to Jordan in 1973 and it improved the lifestyle of Jordanians back by that time. Fast forward to the new millennium KFC customers feel pampered and are now socially satisfied using the online ordering system, in comparison to the traditional way of physically going to a KFC food outlet for making an order. Online food delivery increases the enjoyment of customers and their perceptions of convenience. The positive impact of the online food ordering system encourages customers to use it again and again. Customers are free to provide feedback to their restaurant owners on how the service is satisfying them. However, the customers can feel pleasure because of the satisfaction with the service provided. The motivational message from restaurant owners can make the customers more satisfied by using the apps. More and more technological upgrades are being done on online ordering apps so that customers will be satisfied. Customers are increasingly attached to learning about smartphones and continue to be satisfied with their experience using mobile apps. The upgrading of technology will encourage customers to continue using online ordering in the future. Mobile apps are used everywhere, even in hotels. Moreover, customers can give feedback and share with other customers how the restaurant's services satisfy them. The online platforms used by customers to order food can also provide word of mouth for reviews (Troise et, al, 2021). The information provided by customers to the restaurants is important when purchasing food. However, online reviews are crucial because they predict customers' intentions towards the service they are provided with. Customers were attracted by the commerce applications since they were new, and they tried by all means to maintain and satisfy their customers. More than twenty thousand restaurants are competing to satisfy their customers and maintain their loyalty.

KFC in Jordan

Since their creation, mobile food apps have been created to be used and downloaded via smartphones or mobile platforms comparable to those used for placing food orders; in this study, the research is focused on KFC Jordan (Al Amin, et al., 2020). Due to the rapid advancement of information technology and smart technologies, smartphones and mobile apps have evolved into sophisticated pieces of software and an essential component of daily life. The most well-known applications created by Jordanian service groups recently have a food-related theme. Vinaik et al. (2019), referred to the MFOAs as mobile apps that smartphone users utilize and download as a practical and cutting-edge way to access restaurants, place food orders, and make payments without having to physically deal with restaurant workers. According to a recent Boston Consulting Group survey, over 60% of clients who serve food have already implemented at least one MFOA. Such apps also provide customers with greater comprehension, and accurate information about restaurants, and menu options. Customers can easily and effectively order food from a variety of restaurants at locations and times that are convenient to them by using these apps. The ordering food online application consists of different characteristics that are innovative, helping both customers and restaurants overcome complications like long waiting times, delayed deliveries, customer complaints, traffic, and miscommunication (Dirsehan and Cankat, 2021). Such apps have only recently been introduced in Jordan, so there is a need to examine which aspects could provide customers with comprehensive and accurate information about the restaurants and the options on the menu.

Goals of the study

Mobile technologies have completely changed how customers interact with businesses, including those in the food sector. To improve the customer experience, many restaurants in Jordan, including KFC, have adopted mobile ordering software. The adoption and use of mobile ordering applications for food are still comparatively uncommon in Jordan. To better understand how mobile ordering for food is being adopted and used in Jordan, this study will specifically examine the mobile ordering app for KFC.

There are three goals of this research Firstly, identify the crucial factors that influence how mobile food ordering applications are used and adopted in Jordan. This is an important research question because the adoption and usage of mobile ordering applications can vary depending on several factors, including cultural and economic factors. Building on earlier studies in the field (Bouhnik, Deshen, & Amit, 2021; Otim, 2020), the study will conduct a thorough review of the literature on mobile applications and consumer behaviour to achieve this goal. Understanding these factors is crucial for businesses and policymakers interested in promoting the use of mobile food ordering applications in Jordan, which could ultimately improve the user experience and spur growth.

The second goal is to evaluate KFC's mobile ordering system's effectiveness in Jordan. KFC, one of the most popular fast-food restaurants in Jordan, has developed a mobile ordering app to better serve its customers. This analysis will assist the study in determining whether KFC's application satisfies the needs and expectations of its users in Jordan and how they perceive and use mobile ordering applications for food (Kleijnen, Wetzels, & Ruyter, 2004; Yang & Forney, 2013). This study is significant because it sheds light on the efficiency of mobile ordering apps in Jordan and suggests ways they might be enhanced. Additionally, it can assist businesses in figuring out what elements affect customer satisfaction and how to create applications that better serve users' needs.

The final goal is to offer suggestions for enhancing the uptake and application of mobile food ordering applications in Jordan. The study will be in a good position to offer useful recommendations for companies and policymakers interested in promoting the use of mobile ordering applications for food in Jordan by comprehending the factors that influence customer adoption and assessing the efficacy of KFC's mobile ordering application (Liu, Li, & Hsu, 2018; Wu, Wu, & Chang, 2015).

Finally, the study will offer suggestions for enhancing the adoption and utilisation of mobile ordering applications for food in Jordan based on the findings of the first two goals. These suggestions will be helpful for fast-food chains, restaurants, and other food-related businesses in the nation.

Importance of study

Due to its potential impact on the food industry and customer experience, research into mobile food ordering applications is crucial. There are several significant ramifications from researching the KFC mobile ordering app in Jordan, specifically:

Firstly, Understanding the factors influencing the adoption and usage of mobile ordering applications for food among consumers in Jordan can be useful for businesses looking to improve their mobile ordering applications. According to studies, Customers' adoption and use of mobile ordering applications are influenced by factors like perceived usefulness, ease of use, trust, and compatibility (Liu, Li, & Hsu, 2018; Wu, Wu, & Chang, 2015).

Secondly, understanding how KFC's mobile ordering app performed in Jordan can help businesses improve their mobile ordering apps. Research has shown that perceived usefulness and case of use are significant factors that influence how successful mobile ordering applications are (Kleijnen, Wetzels, & Ruyter, 2004; Yang & Forney, 2013).

Finally, advising on how to increase the adoption and usage of mobile food ordering applications in Jordan can have a big impact on businesses and decision-makers.

According to research, companies can increase the adoption and usage of mobile ordering applications by enhancing their user experience and design (Liu, Li, & Hsu, 2018). By offering incentives to businesses to adopt mobile ordering applications and enhancing the infrastructure for mobile technologies, policymakers can also encourage the adoption of mobile technologies (Otim, 2020). By making suggestions based on this research, the food industry in Jordan can grow and the general customer experience can be enhanced.

The analysis of mobile ordering systems for food in Jordan, particularly the mobile ordering system for KFC, is crucial. This study can help improve the customer experience in the food industry in Jordan by identifying the elements that affect their adoption and usage, assessing their efficacy, and offering suggestions for improvement. Ultimately, giving customers a more convenient and satisfying experience, can spur growth and enhance the competitiveness of the food industry in Jordan.

Problem statement
Applications for mobile ordering are increasingly common in the food industry globally. Customers can conveniently place orders from their mobile devices, which cuts down on wait times and improves the overall experience. The adoption and usage of mobile ordering applications for food are still comparatively low, even though mobile technologies are becoming more widely accessible in Jordan. This raises questions about how well mobile ordering apps work to improve the customer experience in Jordan's food industry. This study aims to investigate the adoption and usage of mobile ordering applications for food in Jordan with a particular emphasis on the KFCS mobile ordering application to address this issue.

This study will address the following research questions:
1) What are the variables that affect Jordanian consumers' adoption and use of mobile food ordering applications?
2) How successful is Jordan's KFC mobile ordering app?
3) What suggestions can be made to increase the uptake and application of mobile food ordering applications in Jordan?

To improve the customer experience in the food industry, this study will ultimately offer insights into how mobile ordering applications can be better designed and promoted in Jordan.

The theoretical basis of research
The Technology Acceptability Model (TAM) is a well-liked theoretical paradigm for understanding user acceptability and uptake of new technologies. Since Fred Davis first proposed the idea in 1989, it has expanded and been widely used. TAM asserts that the perceived utility and ease of use of new technologies have a substantial impact on consumer acceptance and adoption. Perceived usefulness assesses how much technology is believed to improve job performance, whereas perceived ease of use refers to how straightforward technology is assessed to be to use.

TAM asserts that the factors listed below influence how utility and usability are perceived:
System quality refers to the technical properties of the system, such as dependability, responsiveness, and functionality. A high-quality system is thought to be more useful and approachable.

Information quality: This refers to how precise, timely, and comprehensive the information provided by the system is. High-quality information is regarded to be more advantageous.

User satisfaction: How content users are with the system's efficiency. User happiness is influenced by the system's and the content's quality, as well as its perceived value and usability.

Behavioural intention to use: This indicates how the user intends to use the technology in the future. Usability and perceived usefulness affect behavioural intention.

Many businesses, including e-commerce, mobile commerce, and mobile applications, have used TAM. TAM can be used to learn more about the variables that lead customers to use or forego mobile food ordering apps, as well as how their opinions of those apps' usefulness and usability affect their satisfaction and loyalty. If a mobile application for ordering meals provides comprehensive details about the menu items, ingredients, and nutritional values, customers are more likely to find it useful. Customers are more likely to think favourably of an application if it is easy to use, offers a variety of payment ways, and allows for order personalization. These factors might affect how satisfied they are with the application and how they intend to utilize it going forward.

The five main stages of the diffusion process, according to Rogers, are as follows:
- Information:
- Persuasion:

- Decision: People now have the option of accepting or rejecting the innovation. A person's choice may be influenced by the invention's perceived advantages and disadvantages, potential risks, and how well it fits with their pre-existing beliefs and values.
- Implementation: People begin incorporating the innovation into their daily schedules or places of employment during this phase. They may encounter challenges or issues throughout this stage, which could lower their level of satisfaction with the invention.
- Confirmation: This final stage allows people to evaluate their decision to employ the innovation and decide whether to continue doing so. If they are pleased with it, they might persuade others to adopt the innovation, which would restart the spread process.

Other factors that Rogers identified as affecting the diffusion process include the relative advantage of the innovation, its compatibility with present practices, its complexity, the trialability of the invention, and the observability of its benefits. Generally speaking, the Diffusion of Innovation theory provides a useful framework for understanding how fresh ideas, products, and technology spread throughout a community or market, as well as how they could be pushed and accepted more successfully.

Customer Relationship Management Theory (CRM) Customer Relationship Management Theory is a business strategy that focuses on managing customer interactions and relationships to increase customer happiness, loyalty, and retention. By ascertaining the wants and preferences of the customer and offering individualized, beneficial experiences, CRM aims to develop profitable, long-lasting relationships with the clientele. The CRM idea is supported by several important ideas, including:

- Management of client data: Data regarding a client's actions, preferences, and requirements must be gathered, arranged, and examined. Using this data, it is possible to categorize client groups according to traits, and then modify marketing collateral and promotions as necessary.
- Increasing effectiveness and efficiency in sales operations by automating lead management, pipeline management, and sales forecasting. This can aid sales teams by helping them prioritize their tasks and concentrate on the most interesting leads and opportunities.
- Marketing automation: To increase engagement and conversion rates, this method entails automating marketing tasks like lead nurturing, social media management, and email campaigns. Marketers might be better able to connect with customers with pertinent information and offer at the appropriate times and through the appropriate channels as a result.
- Customer service and support: This includes giving customers prompt, efficient service and support to take care of their issues and concerns. This will increase client trust and loyalty, which will aid in retention.
- Analytics and reporting: In this step, CRM programs are evaluated for effectiveness and problem areas are identified using data analytics and reporting technologies. This can assist firms in improving their CRM strategies and practices to boost business outcomes.

The benefit of comprehending and satisfying customer needs over the whole customer lifetime, from initial acquisition through continuous loyalty and retention, is strongly emphasized by the CRM idea in general. Businesses can improve customer happiness, lower churn, and promote long-term business success by putting a strong emphasis on developing durable relationships with customers.

Literature reviews
Customers may easily order food from their mobile devices whenever and wherever they want thanks to the growing popularity of mobile ordering apps in the restaurant industry. This literature study aims to analyse the concept of innovation in food mobile ordering applications with a focus on the KFC ordering app in Jordan.

Mobile ordering apps
Mobile ordering apps, a relatively recent development in the restaurant industry, have been increasingly popular in recent years. Below is the research on the emergence and development of mobile ordering systems in the food industry:

a) A National Restaurant Association report (National Restaurant Association, 2017) claims that fast food restaurants were among the first to introduce mobile ordering apps, with companies like McDonald's and Starbucks leading the way.

b) Convenience and speed of service: As consumers seek out ways to avoid waiting in line and long wait times, convenience and speed of service are the primary drivers propelling the adoption of mobile ordering (Troise et, al, 2021). A survey by Toast found that 70% of consumers prefer to order food through a smartphone app, largely for the sake of speed and convenience (Rani, 2023).

c) Loyalty program integration: The National Restaurant Association (2017) reports that a lot of mobile ordering apps feature a loyalty program connection that enables customers to get rewards and special deals for using the app to place their orders. This has helped to speed up adoption by enticing consumers to use the app and increasing customer loyalty.

d)Technology investment: A lot of restaurant chains have invested heavily in technology to support mobile ordering, including building their applications, working with other providers, and establishing connections with social media platforms (Akegbejo, 2021). A further benefit of data analytics and machine learning is that firms can now provide customised recommendations and promotions since they have a better understanding of their customer's tastes and behaviour.

In general, consumer demand for speed and convenience, the addition of loyalty programs, and technological expenditures made by restaurant chains have all aided in the expansion of mobile ordering applications in the food industry (Shankar et, al, 2022). As the trend obtains more and more popularity, we will undoubtedly observe more innovation in the market as companies attempt to stand out and compete for market share.

Innovative applications for mobile food ordering
The success of the food industry may be attributed in large part to innovation, and mobile ordering apps are an excellent example. According to Al Amin et al (2020), mobile ordering apps can enhance the customer experience by providing convenience, speed, and customization. Mobile ordering apps can also generate meaningful consumer behaviour and preference data that can be applied to better business operations and marketing strategies.

On the effect of mobile ordering apps on the food sector, much research has been done. For instance, Hamari et, al, (2016) discovered that these applications can improve operational efficiency and financial performance while also increasing customer happiness and loyalty. These applications can increase sales volume, decrease wait times, and improve order accuracy, according to Chen and Yan (2019). Additionally, marketing techniques including advertising discounts and social media campaigns can be utilized to advertise and encourage the usage of mobile ordering apps.

Jordanian KFC smartphone ordering app
According to Spencer et, al, (2021), customers in Jordan now have the convenience of ordering food online thanks to the KFC ordering app, which was released in 2016. Users may explore the menu, place orders, pay for them, and track the progress of those transactions in real-time thanks to the program. Numerous studies have examined the impact of the KFC ordering app on Jordan. For instance, according to Liew et, al, (2021), the app has improved the customer experience by bringing speed and ease, as well as improving order accuracy and cutting wait times. Wang et, al, (2022) assert that they came to similar conclusions after learning that the app has improved KFC's operational efficiency and profitability while also boosting consumer loyalty and retention.

The KFC ordering app's success in Jordan will depend on several factors, including user experience, functionality, and marketing strategies. A study by Min et, al, (2019), for instance, found that an app's user interface and design can significantly affect how effectively it functions and how extensively it is utilized. Marketing strategies like promotions and social media campaigns can also help to increase app awareness and usage. Because they provide customers convenience, speed, and customization, new mobile ordering methods for food have gained importance in the restaurant industry (Raynard, 2017). The KFC ordering app in Jordan is a great illustration of innovation in this area because it gives customers a straightforward and useful ordering experience. However, a variety of factors, including functionality, marketing strategies, and user interface, influence how effectively mobile ordering applications work. Further research is needed to determine how these factors affect the adoption and profitability of mobile ordering applications in the food business.

Methodology

Research questions
The study uses ordering applications in Jordan as a case study to investigate how Innovation Food mobile ordering applications of the KFC ordering app. The following research queries are addressed by the study:
a) Why do Jordanian consumers choose to use mobile ordering services for food, especially those offered by fast food restaurants like KFC?
b) How useful is the KFC mobile ordering app in Jordan for enhancing customer happiness and speeding up the ordering process?
c) What challenges and limitations did KFC and other fast food restaurants face while implementing mobile ordering systems in Jordan?
d) How does KFC's mobile ordering app in Jordan compare to those offered by its fast-food competitors?
e) Is it still possible to improve KFC's mobile ordering app in Jordan to meet the shifting needs and preferences of its users?

Population
The population for the study is the Jordanian consumers who use mobile ordering applications for the food industry, mainly those who have used or are familiar with the KFC mobile ordering application. The study will make a sample from the total population of KFC fast-food outlets in Jordan that have adopted mobile ordering technology.

The study will use non-probability sampling interviewing to collect data from the selected sample. Non-probability sample method will be employed in the study through interviews. Non-probability sampling entails choosing those that are easily accessible to the researcher. The researcher will engage Jordanian app users of the KFC mobile ordering service and obtain their opinions and experiences. To compare their experiences with those of those who have used the KFC application, the researcher may also conduct interviews with individuals who have used KFC ordering applications in Jordan's food outlets. Purposive sampling will be employed to ensure that the sample selected accurately represents the various KFC ordering applications in the Jordanian market. The non-probability sample interview strategy may be useful when there is a limited population and the researcher has to gather a lot of data on the study problem. Meeting participants in person during the data collection procedure known as an interview aids the researcher in getting a deeper understanding of their perspectives and experiences.

A few drawbacks of the non-probability sampling interview method include the possibility of biased sample selection and the difficulty of extending the results to a broader population. However, these limitations can be reduced and the validity and dependability of the results can be ensured through purposeful sampling and thorough sample selection. In short, the researcher will be able to get thorough and extensive data about the acceptability and growth of KFC ordering applications in the Jordanian market by employing the non-probability sample interview method in this study. The validity and reliability of the findings will be increased by selecting the appropriate sample and applying the proper data analysis methodologies.

Purposive sampling is a non-probability sampling technique that involves choosing participants based on predetermined standards that are in line with the study's goals and research questions. The study's target demographic will be KFC ordering application users and a purposive sample of 10 participants will be chosen. To ensure that the sample can give accurate information on the platform's acceptance and dispersion in the KFC ordering applications in the Jordanian market, the sample will be carefully selected. Here are a few benefits of using purposive sampling: A few advantages of employing purposive sampling are as follows;

Advantages of the purposive sampling method
a)   *Effectiveness* – Purposive sampling may be more effective than other sample approaches since researchers may quickly identify and choose participants who meet the study's eligibility requirements.
b)   *Expertise* – When researching a specialist population or subject, researchers can choose people who have this information.
c)   *Relevancy* – Since participants are chosen for the study based on their special qualities or experiences related to the issue, relevance ensures that the sample is pertinent to the research subject.
d)   *Representativeness* – Purposive sampling can be used to ensure that the sample accurately represents a particular population or group of interest by selecting individuals who share the population's essential characteristics (Campbell et al., 2020).

Advantages of non-probability sampling

a)   *Flexibility* – Non-probability sampling approaches allow data collecting and sample selection more freedom. People can be chosen by researchers based on their availability, accessibility, and enthusiasm in participating.

b)   *Cost-effectiveness* – Non-probability sampling approaches typically outperform probability sample techniques in terms of cost-effectiveness. By choosing volunteers who are easily accessible or readily available, they can aid researchers in saving time and resources.

c)   *Speed* – Non-probability sampling techniques can be applied more quickly than probability sampling ones. By choosing accessible subjects, researchers can gather data more quickly.

d)   *Ethical considerations* – In some situations, non-probability sampling techniques may be more morally acceptable than probability sample techniques. If it would be immoral to exclude some populations from the study, researchers could decide not to employ probability sampling techniques. (Lamm and Lamm 2019).

Data Collection

The research used the interview approach as the best suitable way to collect data. An interview approach is a useful tool for the study of KFC ordering applications in the Jordanian market because of several of the following advantages.

a)   *In-depth investigation* – Interviews allow for in-depth investigation since they give researchers the ability to elicit additional information and ask follow-up questions. Examining intricate phenomena like the uptake and spread of technological platforms makes use of this exceptionally well.

b)   *Personal connection* – During an interview, the chance for the researcher and participant to get to know one another better can foster trust and rapport. Participants may respond more honestly and bluntly as a result, which is important for investigating delicate or difficult subjects.

c)   *Contextualization* – To put the research results into context, researchers can speak with participants about their particular viewpoints and experiences regarding KFC ordering applications in the Jordanian market. This could make it easier for us to understand the topic at hand in a more complex way (Campbell et al., 2020).

Coding Schema

The study will follow the coding schema as follows:

a) Main topic- The key theme is the KFC ordering applications in the Jordanian market.

b) The other sub-topics- Case Study and KFC users as subtopics.

c) Period: 15th of June 2023

d) Publication type- Research journal paper

This coding schema identifies the main theme and subtopics of the study, including the KFC ordering applications in the Jordanian market, and the location is Jordan. The intended publishing date is June 15, 2023, and it has been designated as a journal article. Using this classification schema may aid in the structuring and analysis of future research on the spread of KFC ordering applications both in Jordan and globally. It will be submitted for publishing on June 15, 2023, and has been recognized as a journal article.

Data analysed

The article will be evaluated using qualitative methods and interviews in the phases that follow;

a)   Listening to and transcribing the interviews' audio recordings constitutes the first phase. There was manual labour involved.

b)   Categorizing the data and looking for patterns make up the second step. The researcher looked over the regions related to the study issues.

c)   The final phase includes classifying the responses. To do this, relevant codes needed to be acquired, and categories needed to be made to represent the main ideas and concepts the data revealed.

d)   The examination and analysis of the data are part of the fourth step, after which conclusions were to be drawn. This entails reviewing the coded data and categories, looking for patterns and connections, and determining the main points and conclusions of the study (Campbell et al., 2020).

Definition of terms

Innovation – is the introduction of fresh concepts, procedures, or goods that result in enhancement and progress (Raynard, 2017).

Food Mobile Ordering Application – Applications that enable clients to order food through their mobile devices, such as smartphones or tablets, and have it delivered or made accessible for pickup are known as food mobile ordering applications (Min et al., 2019).

KFC - A multinational fast-food company with locations in over 140 countries that specializes in fried chicken dishes (Hamari et al., 2016).

Jordan - A Middle Eastern nation that shares borders with Israel, the West Bank, Saudi Arabia, Iraq, and Syria (World Bank, 2019).

Limitations of the study
Below are the research paper's limitations which are outlined as follows:
a)   *Limited generalizability* – Because the study only looks at the KFC mobile ordering app in Jordan, it's possible that the results can't be applied to other nations or other fast-food restaurants. The results might not be relevant to other mobile meal-ordering applications.
b)   *Tiny sample size* – The study's use of non-probability sampling approaches may result in a tiny sample size. This can reduce the sample's representativeness and the possibility of reaching valid findings.
c)   *Self-report bias* – The study relies on the experiences and opinions that participants self-replies during interviews, which could be biased. Participants might not recall or describe their experiences with the mobile ordering application truthfully.
d)   *Incomplete data* – The study might not have gathered all pertinent information about KFC or other mobile ordering services in Jordan. The accessibility of information or the researcher's access to participants may restrict the amount of data that may be collected.
e)   *Technical problems* – Problems with the mobile ordering application or participant-used devices could have an impact on the results of the study. The experiences and opinions of the participants could be impacted by technical issues, which could skew the results.

Data analysis and findings
The results of the study showed that KFC's capacity to function effectively and provide its customers with high-quality services depended heavily on innovation and mobile applications. Customers from Jordan showed a lot of interest in the current survey's question about whether or not customer reviews of the MFOAs were available.
a)   Is it correct that the KFC mobile ordering app enhanced customer happiness and sped up the ordering process?
b)   Do you agree that Jordanian consumers choose to use KFC food mobile ordering app services than the traditional way of buying food?
c)   Can you agree that the KFC food mobile ordering app is less difficult in operating and it is user-friendly?
d)   Does KFC's mobile ordering app efficient and effective in Jordan as compared to other fast-food traditional competitors not using the mobile application?
e)   Can you agree that KFC's food mobile ordering app has transformed the Jordan fast food industry meeting the needs and preferences of its users?

The findings on Innovation food mobile ordering applications. The KFC ordering App case in Jordan
Table 1: Is it correct that the KFC mobile ordering app enhanced customer happiness and sped up the ordering process?   %

KFC mobile ordering app enhanced customer happiness and sped up the ordering process by	80%
Not correct the KFC ordering app didn't enhance customer happiness?	20%

The participants interviewed for the first question *"Is it correct that the KFC mobile ordering app enhanced customer happiness and speeding up the ordering process?"*, a total of 80% agreed that the KFC mobile ordering app enhanced customer happiness and speeding up the ordering process. Whilst 20% of participants disagreed against the KFC mobile ordering app enhanced customer happiness and sped up the ordering process.

The outcome significantly showed that the KFC mobile ordering app innovation brought happiness and sped up the ordering process as compared with the traditional ordering system.

Table 2: Do you agree that Jordanian consumers choose to use KFC food mobile ordering app services than the traditional way of buying food?   %

Consumers choose to use the KFC food mobile ordering app more than the traditional way	90%
Consumers disliked using KFC food mobile ordering app by	10%

The face-to-face interview for the second question to customers was "*Do you agree Jordanian consumers choose to use KFC food mobile ordering app services over the traditional way of buying food?*", a total of 90% of consumers agreed to choose KFC food mobile ordering app over the traditional way. Whilst 10% of participants disliked using KFC food mobile ordering apps preferring the traditional way of buying food.

The result of the second question showed that Jordanian consumers prefer to use KFC food mobile ordering app services over the traditional way of buying food.

Table 3: Can you agree that the KFC food mobile ordering app is less difficult in operating and it is user-friendly?   %

I agree the ordering app is less difficult and friendly to in operating	70%
I disagree with the ordering app it is difficult and friendly to in operating	30%

The participants interviewed for the third question "*Can you agree that the KFC food mobile ordering app is less difficulty in operating and it is user friendly?*", a total of 70% agreed that the KFC food mobile ordering app is less difficulty in operating and it is user friendly. The other participants who constituted 30% disagreed.

This showed that the KFC food mobile ordering application has been proven to be less difficult in operating and it is user-friendly according to the recommendations of the interviewed participants.

Table 4: Does KFC's mobile ordering app efficient and effective in Jordan as compared to other fast-food traditional competitors not using the mobile application?   %

KFC's mobile ordering app is efficient and effective in Jordan as compared to other fast-food traditional competitors not using the mobile application.	60%
KFC's mobile ordering app is not efficient and not effective in Jordan as compared to other fast-food traditional competitors not using the mobile application.	40%

The participants interviewed for the first question "*Does KFC's mobile ordering app efficient and effective in Jordan as compared to other fast-food traditional competitors not using the mobile application?*", a total of 60% agreed that KFC's mobile ordering app efficient and effective in Jordan as compared to other fast-food traditional competitors not using the mobile application. Whilst 40% of participants disagreed mobile ordering apps are efficient and effective in Jordan as compared to other fast-food traditional competitors not using the mobile application.

Table 5: Can you agree that KFC's food mobile ordering app has transformed the Jordan fast food industry meeting the needs and preferences of its users?   %

I agree KFC's food mobile ordering app has transformed the Jordan fast food industry meeting the needs and preferences of its users	100%
I disagree that KFC's food mobile ordering app transformed the Jordan fast food industry meeting the needs and preferences of its users	0%

The face-to-face interview for the second question to customers was *"Can you agree that KFC's food mobile ordering app has transformed the Jordan fast food industry meeting the needs and preferences of its users?"*, a total of 100% agreed that KFC's food mobile ordering app has transformed the Jordan fast food industry meeting the needs and preferences of its users. There were no participants who opposed this question all agreed that the mobile application positively transformed the Jordanian fast-food industry.

Discussion

As the study's title implied, it investigated the innovation in food mobile ordering applications focusing on the KFC ordering app in Jordan. The study gave a deeper analysis of how users of the mobile applications adopted the app from being sceptic at first to being full-time users of the application. The term innovation suggested a deeper investigation of new or inventive approaches to mobile ordering apps in the food sector given the Jordanian food industry's growing reliance on technology.

The study evaluated specific users of the mobile ordering app using KFC as the case study which clarified how the adoption of a new novel application happens until everyone started to use it. It allowed the researcher a thorough analysis of the answers that the participants brought forward during data collection through interviews.

The study data collected managed to bring several insightful discoveries;

KFC Food mobile application from the data analyzed illustrated that it is convenient which is a key advantage of using a mobile ordering app. Instead of physically going to the restaurant or food outlet, KFC customers indicated that they can easily place orders whenever they want from any location. People with busy schedules will find it more convenient because it saves time and effort. Saves time, almost all KFC customers unanimously asserted that they quickly and simply place orders using a mobile ordering application rather than waiting in lengthy lines or dealing with congested phone lines. KFC customers benefit since they can focus on other duties and save time as a result. Customization, customers can alter their orders using mobile ordering software to fit their preferences, which makes it more easy by placing a precise order for exactly what they want by selecting the specific components, toppings, or sides they desire.

The study discovered that there are several payment options, and several payment methods, such as credit card, debit card, and digital wallet transactions, that are supported by mobile ordering applications. KFC Customers through the mobile food ordering application have greater convenience and flexibility when it comes to paying for their purchases. There are also loyalty programs, a common feature of KFC mobile ordering apps, and they offer benefits to users who make more purchases.

Conclusion

The study effectively narrowed its attention to the KFC ordering app in Jordan examining the impact of innovation in food mobile ordering applications in Jordan, the findings brought the cutting-edge methods employed by KFC in Jordan improving the customer experience for mobile ordering. Jordan joined other developed countries in the use of mobile ordering applications as an essential tool for encouraging customer convenience and satisfaction as a result of the food industry's growing reliance on technology, the application which interviewed customers showed that they embraced it with both hands. The KFC food mobile application worked a crucial role also during the COVID-19 pandemic period as customers were less likely to go to actual restaurants, thus they opted for mobile ordering apps regularly which KFC utilized the rare opportunity to its maximum. The study was significant as it brought an already fast-increasing aspect of innovative technological application in the fast-food industry which is a sector that is quickly growing.

Conclusively, the study looked into the unique elements of the KFC ordering app in Jordan and its positive effects on customer happiness, sales, and staff workload. The study examined innovative methods for mobile ordering systems and their implementation by Jordan KFC in enhancing its consumers' mobile ordering experiences, lastly, the study ushered in the most important explanation of how the other fast food business sector may employ the same innovation to boost customer happiness and sales.

Recommendations and suggestions for future research

The following suggestions are recommendations for future studies into the sophisticated mobile food ordering systems, with a focus on the KFC ordering app used in Jordan.

a)   Conduct a comprehensive investigation, long-term studies can give light on the evolution of the KFC app and how it influences customer satisfaction and revenue.

b)   To learn more about the differences in consumer behaviour and preferences between cultures by comparing the KFC app to other comparable meal-ordering apps in different nations.

c)   Pay attention to user comments, analyzing user feedback on the KFC app may provide information about specific aspects that consumers find most useful or annoying.

d)   Conduct a cost-benefit evaluation, this could provide information about the cost of the KFC app and how it will change how business is done.

e)   Consider how the app will affect staff workloads. This will help you decide what operational changes may be required to make room for the app.

f)   Research privacy and security concerns with the app, researching the app's privacy and security concerns may provide details on how it handles user data and safeguards the security of financial transactions.

g)   Look at how using meal delivery apps like the KFC app has been affected by the COVID-19 outbreak, including how it has affected consumer preferences and behaviour.

h)   Examine how app updates affect user satisfaction and revenue to learn more about the effectiveness of different update types and the suggested frequency of implementation.

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INVESTIGATION OF THE EFFECT OF ENVIRONMENTAL STRESSORS PERCEIVED BY PATIENTS IN THE INTERNAL MEDICINE INTENSIVE CARE UNIT ON SLEEP QUALITY

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ABSTRACT
In this study, the effect of environmental stressors perceived by patients hospitalized in the internal medicine intensive care unit on sleep quality was examined. The study is a quantitative research and was conducted with relational survey model. The population of the study consisted of 500 patients hospitalized in the internal medicine intensive care unit in private and public hospitals in TRNC. The sample consisted of 266 patients who volunteered to participate in the study. At the end of the study, it was seen that the highest sub-dimension score was the habitual sleep efficiency score in the PDQI sub-dimension scores of the patients, while the lowest PDQI sub-dimension score was determined as the subjective sleep quality sub-dimension score. A strong negative correlation was found between the total ICUOSQ scores of the patients and the total scores of the PDQI. According to this situation; it can be said that the total scores of PDQI also increased with the increase in the ICUWQ scores of the patients. A strong negative correlation was detected between the total ICUPSQ scores of the patients and the total scores of the sleep disturbance sub-dimension. According to this situation; as the ICUWSS scores of the patients increase, the total scores of the sleep disorder sub-dimension decreases. When the stressors perceived most by the patients were analyzed, it was observed that the factors "men and women staying in the same room" and "seeing family and friends for a few minutes a day" were higher than the other factors.
Keywords: Internal medicine, intensive care, patient, sleep quality, environmental factors.

Introduction

Environmental stressors encountered by patients in internal medicine intensive care units and the deterioration in sleep quality due to these stressors is a very broad field of research. Intensive care units can be a stressful environment due to the difficult treatment processes patients experience. In this environment, patients may encounter a variety of stressors, such as high sound levels, intense lighting, frequent monitor checks, noise from medical devices, and frequent interventions. The effects of these factors on sleep quality may vary. For example, some patients may find these factors disruptive and affect their sleep, while for others these factors may be relaxing and help them fall asleep more easily. Research shows that various interventions are effective to improve sleep quality in intensive care units. These interventions may include reducing light levels in rooms, reducing noise levels, providing the most comfortable beds and pillows possible, monitoring patients' sleep regularly, and pharmacological treatments such as sleeping pills. However, since each patient's stress coping mechanisms are different, more research is needed on the effect of environmental stressors on patients' sleep quality. These studies may help develop more personalized treatments to improve patients' ability to manage stress and provide better sleep quality.

Problem

Internal medicine intensive care unit is a unit located among medical units where patients dealing with serious or life-threatening internal medicine diseases receive intensive care services. Internal medicine is also known as internal medicine and covers dysfunctions of body systems and various internal organ diseases (Gencer and Kumsar , 2020) . Internal medicine intensive care units generally treat cases requiring intensive care related to internal medicine diseases such as emergencies, serious infections, respiratory problems, heart diseases, and kidney failure. These units are equipped with advanced technology and expert personnel to respond to the intense follow-up and monitoring needs of patients. Necessary treatments and interventions to support patients' vital functions such as respiration, circulation and kidney functions are applied in the intensive care unit (Kucukardali et al., 2007) .

Internal medicine intensive care units are units that provide temporary service to manage life-threatening situations of patients, ensure stabilization and refer them to other specialties. During the intensive care process, it is aimed to improve and stabilize the medical conditions of patients (Demir et al., 2016) .

Perceived environmental stressors are elements created by factors or situations in individuals' environment that lead to a stress response. Environmental factors that may cause each individual's stress response may be different, because everyone's level of stress perception and tolerance is different (Bodur and Aslan, 2020) . Perceived environmental stressors can span many different areas. For example, perceived stressors may include excessive workload at work, constant calendar pressure, or negative relationships in the work environment. In addition, heavy traffic, a noisy environment, crowded environments, financial difficulties, family or relationship problems can also cause a stress response in individuals (Akyüz, 2021) . Perceived environmental stressors can affect individuals' mental, emotional, and physical health. A person with high stress levels may experience symptoms such as sleep problems, difficulty concentrating, anxiety , depression, digestive problems, and headaches. Therefore, reducing stress factors or improving stress coping skills is important for individuals to live a healthy life (Şahin and Köçkar , 2018) .

Sleep quality refers to how deep, restful and restorative sleep an individual receives during the sleep period. Sleep quality is as important a factor as sleep duration, because having sufficient sleep time is as important as the depth experienced during sleep, the regularity of sleep structure, and the feeling of rest after waking up (Aysan et al., 2014) . There are many factors that affect sleep quality, for example, factors such as sleep environment, sleep patterns, stress level, physical activity level, eating habits and sleep disorders can affect sleep quality. To improve sleep quality, it is important to create a suitable sleep environment, establish a regular sleep routine, manage stress and pay attention to healthy life habits (Güneş et al., 2009) .

Perceived environmental stressors affect the sleep of patients in the internal medicine intensive care unit.
It may negatively affect its quality. The hospital environment and the nature of the disease can be a stress factor for patients. Based on this situation, the problem statement of the study is "What is the effect of environmental stressors perceived by patients in the internal medicine intensive care unit on sleep quality?" was determined as .

Aim
study is to examine the environmental stressors perceived by patients in the internal medicine intensive care unit and the effects of these stressors on sleep quality.

Hypotheses
The research hypotheses are given below:
H1: There is a statistically significant difference in the demographic characteristics of the patients and the YBUCSS and PQQI values .

H2 : Patients are intensely care to the unit after going to bed later sleep There is a statistically significant difference in YBUCSS and PSQI values due to changes in the order .

H3 : There is a statistically positive correlation between the patients' total YBUCSS value and PSQI total and subscale values.

H 4 : There is a statistically negative correlation between the patients' total YBUCSS value and PSQI total and subscale values.

Assumptions
The research assumptions are as follows;
- It was assumed that the method preferred in the research was suitable for the purpose of the study.
- It was assumed that the scales and questions chosen to collect data were reliable and valid.
- It was assumed that the data obtained was valid and reliable.

Limitations
This research; It is limited to patients who have been hospitalized at least once in the internal medicine intensive care units of public/private hospitals in the Turkish Republic of Northern Cyprus (TRNC).
Questions regarding the sources and scale used in this research were limited to the participants to whom the survey was applied.

Definitions
Internal medicine intensive care unit: It is a health unit established to meet the intensive care needs of patients with serious illnesses or in need of vital support functions in the internal medicine department of the hospital. The internal medicine department is a department that is managed by doctors specialized in general medicine and deals with internal diseases (Hintistan et al., 2009).

Perceived Environmental Stressors: They are elements created by factors or situations in individuals' environments that cause a stress response (Aktaş et al., 2015) .
Sleep quality: It refers to how deep, restful and refreshing sleep an individual gets during his sleep (Karakaş et al., 2017) .

Importance of the Study
Environmental stressors encountered by patients in the internal medicine intensive care unit negatively affect their sleep quality. Sleep quality is very important in determining the recovery process of patients. A good sleep quality is necessary for the body to renew itself, strengthen the immune system, regain energy and improve mental health. Lack of sleep or poor quality sleep can negatively impact patients' recovery process and increase the risk of complications. Perceived environmental stressors can trigger physiological and psychological stress responses in patients. Factors such as noise, light, uninterrupted care and interventions, and changes in level of consciousness can disrupt sleep patterns and reduce sleep quality. This can cause patients to experience problems such as feeling inadequately rested , insomnia, restlessness, anxiety and even depression when they wake up. Improving the sleep quality of patients in the internal medicine intensive care unit is important to accelerate the recovery process and reduce the risk of complications. Being aware of environmental stressors that affect sleep quality and taking appropriate measures to reduce or manage these stressors can ensure that patients have a comfortable and restful sleep experience. This can support the healing process, improve patients' health and shorten hospital stays. In summary, perceived environmental stressors may affect the recovery process, health status, and length of hospital stay of patients in the intensive care unit. Improving sleep quality can make a positive contribution to treatment by allowing patients to rest better.

Conceptual Framework
ICU Definition and Scope
ICU, critical or important _ health problems the one which... patients closely follow-up by busy medical of care is provided One health is the unit . ICUs , patients life threatening who makes with their situation start over exit , organ functions to support And vital functions to continue for   special equipment And expert health staff with is equipped . In ICUs , serious trauma , surgery interventions , intensive care requiring diseases , respiratory difficulty , multiple organ failure , heart crisis , paralysis like situations like various critical with situations start over can be exited . In these units patients , constantly monitored , medication treatments , respiratory support , blood transfusion , nutrition support like important medical procedures is applied (Stone , 2022).

Busy Care units , usually high to technology owner medical with devices is equipped . These devices between monitors (heart rhythm , blood pressure , breathing rate , oxygen Level like parameters follow-up ventilators (breathing _ _ support enteral or parenteral nutrition _ systems , dialysis machines heart _ monitors And defibrillators like devices is found . Busy Care Units , specialist doctors , nurses , busy care technicians And other health staff by is managed . These personnel are critical with situations start over to leave And patients vital functions to support for   special education has received . Busy Care units , patients their lives save , heal to ensure And health your problems -most member download for   critical One role play . In these units busy care services , patients to their situation according to is individualized And tight One approach requires (Karakaş et al., 2017).

Environmental Stressors Perceived by Patients in the Intensive Care Unit
Environmental stressors perceived by patients in the internal medicine intensive care unit can generally be defined as the challenging factors that patients encounter in this special care environment. These stressors can affect patients' psychological and emotional well-being, as well as medical factors that have an impact on their physical health. Some of the potential environmental stressors perceived by patients in this type of intensive care setting include:
- Insomnia: Factors such as constant monitoring, medical interventions, and noise in intensive care units can negatively affect patients' sleep patterns (Devlin, 2018) .
- Noise: Noise created by monitors, alarm systems, medical equipment, and other patients' voices can make it difficult for patients to rest and increase their overall stress level (Kabeloğlu and Gul, 2021) .

- Lack of Privacy: Since patients are frequently under medical supervision during the intensive care unit, they may have difficulty protecting their personal privacy. This situation may create psychological discomfort (Ülker , 2020) .
- Presence of Pain: Pain during intensive care treatment can negatively affect the comfort and general well-being of patients (Tavşanlı And Akgün , 2021) .
- Mechanical Ventilation and Oxygen Therapy: Respirators and oxygen therapy can help patients cope with breathing difficulties, but these devices can sometimes cause discomfort (Kabeloglu and Gul, 2021; Tavşanlı and Akgün , 2021) .
- Ambient Humidity, Temperature and Lights Always On: Inappropriate humidity and temperature levels can reduce the comfort of patients. Constantly on lights can also disrupt patients' sleep patterns (Kabeloğlu and Gül, 2021).
- No Visitation: Visiting limitations can help patients focus, but can also leave patients feeling deprived of emotional support (Demirtürk And Demirbağ , 2021) .

These factors are important environmental factors that affect patients' experiences during the intensive care process. Health professionals should strive to understand patients' strategies for coping with these stressors and, if possible, to improve environmental conditions.

Definition and Scope of Sleep

Sleep is a state in which an organism's consciousness, and often physical activity, temporarily decreases. Sleep is a biological rhythm that repeats at regular intervals and generally has the function of resting, regenerating and providing physical-spiritual balance. Sleep plays an important role in regulating various biological processes and affects overall health and well-being (Xie et al., 2013) .

The basic features of sleep are as follows (Özdel and Uğurlu, 2016):
- Decrease in Consciousness and Physical Activity: Consciousness often decreases or disappears during sleep. At the same time, physical activity and reactions slow down noticeably.
- Change of Biological Rhythms: Sleep occurs as a part of biological rhythms. These rhythms are part of the internal clock (biological clock) that regulates the sleep and wake cycle.
- REM (Rapid eyes Movement) and Non -REM Phases: Sleep generally occurs in two basic phases called REM and non -REM phases. The REM phase is characterized by dreaming and accelerated eye movements. The non -REM phase involves deeper sleep.
- Sleep Cycles: Sleep consists of repeated stages in a cycle. Many sleep cycles occur during an average night.

Sleep is important for an overall healthy life. Insufficient sleep can lead to impaired cognitive functions, altered emotional state, weakened immune system, and decreased overall quality of life. Sleep helps the body and mind re-energize and is essential for maintaining a healthy life in the long term.

Sleep Quality

Sleep quality is a concept that expresses the level of depth, continuity and regenerative effect a person experiences during the sleep period. This is a measure of how effective and restful an individual's sleep is. Sleep quality generally includes the following elements (Erturan , 2017; Yılmaz , 2006) :
- Sleep Duration: A key component of sleep quality is whether the individual has an adequate sleep duration. Sleep duration varies depending on age and individual needs, but should generally include between 7-9 hours for adults.
- Depth of Sleep: The depth of sleep determines how long it takes for the individual to fall into light, medium or deep sleep and how long this deep sleep lasts. Continuous and regular deep sleep can improve sleep quality.
- Sleep Continuity : Uninterrupted, uninterrupted and continuous sleep affects sleep quality. Frequent awakenings or being awake frequently throughout the night can reduce sleep quality.
- Rapid) Sleep eyes It is important that movement and non -REM phases are balanced. Having these stages in appropriate order and continuity can support a healthy sleep experience.
- Energy Level After Waking: A quality sleep provides the individual with the energy necessary to wake up and start daily activities. It's about feeling refreshed after sleep.
- Sleeping Habits: Having a specific sleep routine and pattern can improve sleep quality. Regular bedtime and wake-up times can help regulate the biological clock.

Factors affecting sleep quality may include various factors such as stress, environmental conditions, comfort of the sleeping environment, and bed and pillow quality. To improve sleep quality, it is important to establish a

regular sleep schedule, create a comfortable sleep environment and pay attention to sleep hygiene principles. Additionally, if sleep problems persist, consulting with a healthcare professional is recommended.

Method

Research Model

This study is a quantitative research; It was conducted using the relational screening model. This model aims to find interactions or relationships between large amounts of data available in databases. The relational scanning model is used to understand how data are connected by analyzing many tables in databases and the relationships between these tables (Karasar , 2011).

Sampling Method

TRNC Nicosia Burhan Nalbantoğlu State Hospital, Famagusta State Hospital, Near East University Hospital, Kyrenia Dr. white flower 500 patients hospitalized in the internal medicine intensive care unit of the hospital constituted the population of the study. The sample of the research was selected using the purposeful sampling method. This method allows the researcher to select a sample that is representative of a particular population or subgroup of particular interest. Purposive sampling method is generally used when the researcher needs a specific sampling group to answer a specific purpose or research question (Karasar , 2011) . In general, in descriptive research , the sample size is determined depending on the population examined. While a 20% sample rate is generally preferred in small universes, a 10% sample rate can be used in larger universes. The sample size who volunteered to participate in the study was determined as 266 patients.

Collection of Data

In the research, data were collected face to face . Visits to hospitals started on 15.07.2023 and forms continued to be filled until 16.08.2023. A total of 270 scale forms were filled out, but 4 forms were not included in the study due to significant deficiencies. Therefore, 266 forms were included in the study.

were obtained using the "Patient Information Form", " Pittsburg Sleep Quality Scale" (Uğurlu and Sabuncu, 2012) and "Intensive Care Unit Environmental Stressors Scale" (Aslan and Çınar, 2010).

Patient Introduction Form: This form was created by the researchers by reviewing the literature. It consists of questions covering socio -demographic characteristics as well as situations related to hospital stay, such as the effect of ICU on the level of sleep.

Pittsburg Sleep Quality Scale (PSQI): PSQI is a scale used to determine sleep quality and developed by Buysse et al. in 1989. As a result of validity and reliability studies, Cronbach alpha was found to be 0.80. Studies on the Turkish validity and reliability of the scale were conducted by Ağargün et al. Made with. Cronbach's internal consistency coefficient of the scale was found to be 0.80. In this research, Cronbach's alpha was found to be 0.816.

The sub-objectives used in the research include the following information:
1. Individual sleep quality (question 6): Shows how patients rate their sleep quality.
2. Sleep latency (questions 2 and 5a): It is the time required to sleep.
3. Sleeping time (question 4): It is the amount of time a person spends asleep during the night.
4. Habitual sleep efficiency (questions 1, 3, 4): The person's normal sleeping habits.
5. Sleep disorder (questions 5b-5j): It is when the person experiences situations such as snoring, coughing, hot flushes or coldness during sleep.
6. Use of sleeping pills (question 7): It is when a person uses sleeping pills.
7. Disturbance in daytime activity (questions 8 and 9): It is the person's daily living activity tolerance of sleep changes.

YBÜÇSÖ: Scale developed with Ballard (1981), Cochran oath It was revisited in Ganong (1989). "Environmental Stressors Scale in Intensive Care Unit" consists of 42 items. Validity and reliability studies in our country were conducted by Aslan and Çınar (2010). cronbach scale alpha coefficient was found to be 0.94. In the study, Cronbach alpha coefficient was found to be 0.89.

Table 1. Reliability Analyzes of Scales

	Cronbach's Alpha	Number of Items
YBÜÇSÖ Total Score	0.968	42
PSQI Total Score	0.801	16(x2)

In Table 1, the Cronbach Alpha result in the YBÜÇSÖ Scale is 0.968, in the PSQI Scale Cronbach Alpha result was found to be 0.801.

Analysis Method
In this research, the data obtained as a result of the application of measurement tools for the quantitative dimension were analyzed with the SPSS for Windows 26.0 package program.

Percentage, frequency, mean and standard deviation statistics were used to determine the descriptive characteristics of the results regarding demographic variables . Reliability analysis of the scales was performed.

Mann Whitney U test was used when comparing YBÜÇSSS Scale and PSQI Scale scores according to gender and marital status variables . Kruskall Wallis test was used when comparing YBÜÇSS Scale and PSQI Scale scores according to age and educational status variables. Mann Whitney U tests with Bonferroni correction were used in case of differences.

The error rate was determined in all tests (α=0.05), and the difference between comparisons was considered statistically significant when $p<0.05$. Ms -Excel 2010 and SPSS Statistics 26.0 were used for statistical analysis and calculations.

Findings
Demographic Information of Patients
Demographic information of the patients is given in Table 2.

Table 2. Frequency and Percentage Values of Patients' Demographic Variables

		f	%
Gender	Woman	84	31.6
	Male	182	68.4
Age range	22-30 years old	9	3,4
	31-40 years old	47	17.7
	41-50 years old	117	44.0
	age 51 and over	93	35.0
Educational background	Illiterate	38	14.3
	Primary/secondary school	64	24.1
	High school	127	47.7
	Licence	28	10.5
	Degree	9	3,4
marital status	Married	190	71.4
	Single	76	28.6
	Total	266	100.0

When Table 2 is examined, 68.4% of the participants are male; It is seen that 44% are between the ages of 41-50, 47.7% are high school graduates and 71.4% are married.

Table 3. Changes in Sleep Patterns After Admission to the Intensive Care Unit

		f	%
Determining the change in sleep patterns after admission to the intensive care unit	Yes	191	71.8
	No	75	28.2
	Total	266	100.0

When we look at the changes in the patients' sleep patterns after being admitted to the intensive care unit, it is seen that there was a change in 71.8% of the patients (Table 3).

Data on Patients' Intensive Care Unit Environmental Stressors Scale Total Score and Pittsburg Sleep Quality Scale Total Score and Subscales

Table 4. Distribution of YBÜÇSÖ and PSQI Total Score and Sub-Dimension Mean Score (N=266)

	N	Min.	Max .	$\bar{X}$	Ss .
YBÜÇSÖ Total Score	266	123.00	164.00	153,1917	11.77929
PSQI Total Score	266	19.00	30.00	23.9286	2.60018
Subjective Sleep Quality	266	3.00	4.00	3.5752	0.49525
sleep latency	266	7.00	16.00	11.7669	2.15051
Sleep Time	266	4.00	10.00	8.2556	2.41896
Habitual Sleep Activity	266	12.00	25.00	18.3872	3.61084
Sleeping disorder	266	5.00	8.00	6.2782	1.09443
Sleeping pill	266	4.00	6.00	4.9925	0.91936
daytime dysfunction	266	3.00	6.00	3.6316	1.22535

The total YBUCSSS score average of the patients is 153.1917 ± 11.77 , and the PSQI score average is 23.92 ± 2.60. When the patients ' Pittsburg Sleep Quality Scale subscale scores are examined, the highest subscale score is the habitual sleep efficiency score, while the lowest subscale score is the subjective sleep quality subscale score.

With Social-Demographic Characteristics of Patients Findings on Relationships between Pittsburg Sleep Quality Scale and Intensive Care Unit Environmental Stressors Scale Scores
In the research;
The results of the analysis performed to test the hypotheses are presented in Table 5.

Table 5. Analysis of YBUCSS and PSQI Scores According to Patients' Gender Status (N=266)

		N	$\bar{X}$	ss	F	p.
YBÜÇSÖ Total Score	Woman	84	153.7976	11.36130	0.847	0.358
	Male	182	152.9121	11.98770		
PSQI Total Score	Woman	84	22.1310	2.14409	0.057	0.812
	Male	182	24.7582	2.36615		

p >0.005
It was observed that there was no statistically positive correlation between the gender status of the patients and the YBUÇSS and PKUQI values (p>0.05). On the other hand, in the study conducted by Gencer (2020), the PSQI scores of female patients were found to be significantly higher than those of men. In their study, Erim and Çamdeviren (2018) discovered that there was a significant difference in sleep quality according to gender and observed that female patients had a worse sleep quality compared to male patients. However, another study conducted on the sleep quality of patients followed in intensive care and wards revealed that gender did not affect sleep quality (Uğurlu and Sabuncu, 2012). The study named Eryavuz (2007) also reached similar conclusions. It has been stated that due to some biological differences, women have more sleep problems than men. It is also emphasized that women need more sleep than men and experience sleep problems despite using sleeping pills (Potter and Perry, 2009).
The results of the analysis performed to test the hypotheses are presented in Table 6.

Table 6. Analysis of YBUCSS and PSQI Scores According to Patients' Age (N=266)

Scale Dimensions	Age	N	$\bar{X}$	Ss .	Group Comparison
YBÜÇSÖ Total Score	22-30 years old	9	159.0000	0.00000	$x^2 = 8,180$; **p=0.000**
	31-40 years old	47	154.7872	7.11684	
	41-50 years old	117	155.7521	11.73626	
	age 51 and over	93	148.6022	12.90108	
PSQI Total Score	22-30 years old	9	22,0000	0.00000	$x^2 = 8.568$; **p=0.000**
	31-40 years old	47	23.1702	2.80775	

	N		
41-50 years old	117	24.7521	2.22798
age 51 and over	93	23.4624	2.74479

p <0.005

As a result of the examination, a statistically positive correlation is observed between the age status of the patients and the YBÜÇSÖ Total Scores (p<0.005). As a result of the post hoc test conducted to find out which group the difference is between; YBÜÇSS total scores of patients between the ages of 22-30 were higher than those of patients aged 51 and over; It was determined that the YBÜÇSÖ Total Scores of patients between the ages of 31 and 40 were higher than those of patients aged 51 and over. According to this; It can be said that as age groups decrease, sensitivity to environmental stressors in the intensive care unit also increases. Additionally, there is a statistically positive correlation between the age of the patients and their PSQI scores (p<0.005). As a result of the post hoc test conducted to determine which group the difference is between; It was determined that the sleep quality of patients between the ages of 41 and 50 was worse than that of patients aged 51 and over. In the study conducted by Eryavuz (2007), by comparing patient groups undergoing hemodialysis and peritoneal dialysis, it was determined that the level of sleep quality worsened with advancing age. Similarly, in another study examining sleep quality in patients diagnosed with COPD, it was found that sleep quality decreased in individuals aged 61 and over (Kacaroğlu Vicdan, 2018). In addition, in their studies by Gencer (2020), Aktaş et al., (2015), Hweidi , (2007) and Durna et al., (1997), no difference was seen between the age groups of the patients and the level of exposure to environmental stressors.

The results of the analysis performed to test the hypotheses are presented in Table 7.

Table 7. Analysis of YBUCSS and PSQI Values According to Patients' Marriage Status (N=266)

		N	$\bar{X}$	Ss .	f	p.
YBÜÇSÖ Total Score	Married	190	152.7947	11.69158	0.002	0.969
	Single	76	154.1842	12.01633		
PSQI Total Score	Married	190	24,1947	2.76007	5,362	0.021
	Single	76	23.2632	2.01573		

p >0.005

A statistical negative correlation was observed between the marital status of the patients and YBUÇSS and PSQI scores (p>0.05). Similarly, in the study conducted by Gencer (2020), no statistically significant difference was found between the marital status of the patients and their PSQI and YBUCSS scores .

The results of the analysis performed to test the hypotheses are given in Table 8.

Table 8. Analysis of YBUCSS and PSQI Values According to Patients' Education Levels (N=266)

Scale Dimensions	Educational background	N	$\bar{X}$	ss	Group Comparison
YBÜÇSÖ Total Score	Illiterate	38	155.1842	4.70684	$\chi^2 = 4.944$; **p= 0.001**
	Primary/secondary school	64	148.1250	15.78878	
	High school	127	155.0472	11.35702	
	Licence	28	151.7857	7.20780	
	Degree	9	159.0000	0.00000	
PSQI Total Score	Illiterate	38	22.5000	1.10893	$\chi^2 = 14.425$; **p= 0.000**
	Primary/secondary school	64	25.6563	2.35850	
	High school	127	23.8110	2.73349	
	Licence	28	23.0714	2.19306	
	Degree	9	22,0000	0.00000	

p <0.005

A statistically positive correlation was detected between the education levels of the patients and YBUÇSS scores (p<0.05). As a result of the post hoc test conducted to determine which group the difference is between; YBÜÇSÖ Total Scores of illiterate patients were higher than those of primary school/secondary school graduates; It was observed that the rate of high school graduates was higher than primary school/secondary school graduates. A statistically positive correlation was also detected between the education levels of the patients and their PSQI scores (p<0.05). As a result of the post hoc test conducted to determine which group the difference is between; It was determined that the sleep quality of patients who graduated from primary

school/secondary school was worse than patients who graduated from other education levels. In addition, it was observed that the sleep quality of high school graduate patients was worse than that of illiterate patients. On the other hand, in the study conducted by Gencer (2020), no significant difference was found between the educational status of the patients and the level of exposure to environmental stressors. Similarly, the findings of similar studies are similar to the research results (Aktaş et al., 2015; Durna et al., 1997; Hweidi , 2007).

The results of the analysis performed to test the hypotheses are given in Table 9.

Table 9. Intensive Care to the unit after going to bed Later Sleep Analysis of YBÜÇSÖ and PSQI Values According to Change in Order (N=266)

Scale Dimensions	Sleep patterns	N	$\overline{X}$	Ss .	F	p.
YBÜÇSÖ Total Score	Yes	191	153.7382	11.74082	0.216	0.643
	No	75	151.8000	11.84129		
PSQI Total Score	Yes	191	24.3037	2.65606	0.389	0.533
	No	75	22.9733	2.19319		

p >0.005

Intensive Patients care to the unit after going to bed later sleep It was observed that there was no statistically significant difference between the change in the order and the YBUCSS and PSQI scores (p>0.05). In the study conducted by Yılmaz (2006), it was determined that sleep patterns were disrupted after hospitalization and the main cause of noise was the voices of other patients. In the study, hearing other patients' cries and moans was identified as a second stressor perceived by patients.

4.4. Findings Regarding the Relationship Between Patients' Total YBUCSS Score and PSQI Total and Sub-Dimension Scores

The results of the analysis performed to test the hypotheses are given in Table 10.

Table 10. Analysis of the Relationship Between Patients' Total YBUCSS Value and PSQI Total and Sub-Dimension Values (N=266)

		Sleeping pill	daytime dysfunction	sleep latency	Sleep Time	Habitual Sleep Activity	PSQI Total Score	YBÜÇSÖ Total Score
Sleeping disorder	r	-0.069	-.132 [*]	0.068	.155 [*]	.138 [*]	.593 [**]	-.396 [**]
	p.	0.261	0.032	0.271	0.011	0.025	**0.000**	**0.000**
Sleeping pill	r	one	0.004	0.053	0.035	0.024	0.008	-0.105
	p.		0.945	0.393	0.572	0.701	0.901	0.087
daytime dysfunction	r		one	-0.004	0.068	0.052	-0.075	-0.020
	p.			0.947	0.272	0.398	0.225	0.743
sleep latency	r			one	.521 [**]	.557 [**]	.390 [**]	-0.063
	p.				**0.000**	**0.000**	**0.000**	0.308
Sleep Time	r				one	.885 [**]	0.014	-0.044
	p.					**0.000**	0.824	0.474
Habitual Sleep Activity	r					one	0.056	-0.049
	p.						0.366	0.422
PSQI Total Score	r						one	-.444 [**]
	p.							**0.000**

*. Correlation is significant at the 0.05 level

**. Correlation is significant at the 0.01 level

A strong negative relationship was found between the total YBUCSS values and PSQI total values of the patients included in the study (r = 444; p = 0.000). According to this situation; It can be said that as the patients' YBUCSS values increase, their PSQI total values also increase. A strong negative relationship was detected between the patients' total YBUCSS values and the sleep disorder subscale total values. (r =,-396; p = 0.000). According to this; As the patients' YBÜÇSS increases, their sleep disorder subscale total values decrease. Gencer (2020) stated that as the environmental stress level of patients increases, the sleep onset time (sleep

latency) subscale total scores also increase; It was found that sleep duration subscale total scores decreased and at the same time daytime dysfunction subscale total scores increased. In another study, it was found that patients who used sedatives or sleeping pills had more sleep problems after hospitalization than those who did not use such medications (incekara , 2004). It has been reported that these drugs are used to reduce emotional reactions such as anxiety and restlessness seen in patients in intensive care , but they also increase alertness, disrupt the sleep-wake cycle and cause insomnia (Stanik , 2003; Black et al., 1993). Frisk and Nordström (2003) found that sedative and hypnotic drugs used in intensive care patients negatively affected sleep quality. Additionally, it has been stated that commonly used ICU medications have profound effects on sleep quality (Kamdar et al., 2012). In a study conducted by Erim (2018), to determine the sleep quality of patients in Intensive Care Units, it was found that patients using sleeping pills had worse sleep quality than those who did not use medication. These findings highlight the effects of medications used in intensive care on sleep quality.

Table 11 lists the factors that patients perceive as the most stressful.

Table 11. Findings Most Perceived as Stress Factor (N=266)

Factors where stressors are most commonly perceived	Mean±SD
missing your spouse	3.387±0.72
Not explaining the treatments to you	3.184±0.71
Nurses monitoring machines more closely than you	1.815±0.60
Men and women sharing the same room	3.755±0.56
Seeing family and friends for a short period of time	3.755±0.56
Nurses not introducing themselves	3.635±0.48
Nurses should not be in a hurry	3.635±0.48
not being able to drink water	3.635±0.48
Frequent blood pressure measurement	3.635±0.48
The bed or pillow is not at a comfortable level	3.635±0.48
phone ringing	3.635±0.48
Frequent check-ups by doctors and nurses	3.635±0.48

YBÇSÖ total score average	153.191±11.77

When the stressors most perceived by patients are examined; It was observed that the factors " men and women staying in the same room " and " seeing family and friends for a few minutes a day " were higher than other factors (3.387±0.72). The total score average of the scale is 153.191±11.77. was found as (Table 9). In the same study by Zaybak and Çevik (2015), it was determined that men and women being in the same room was the third important stressor perceived by patients. Gencer (2020) study found that the most important stressor perceived by patients was lack of privacy. Aktas et al. (2015) in their study to determine the environmental stressors of intensive care patients, it was determined that lack of privacy was the fourth important stressor.

Conclusion And Recommendations
Conclusion
In this study, the effects of environmental stressors encountered by patients in the internal medicine intensive care unit on sleep quality were examined. According to the research results, the highest sub-dimension value in the PSQI sub-dimension value of the patients was defined as the habitual sleep efficiency value, while the lowest PSQI sub-dimension value was defined as the subjective sleep quality sub-dimension value. A statistically negative correlation was found between the gender of the patients and their YBUCSS and PSQI scores. A statistically positive difference was found between the patients' ages and YBÜÇSÖ Total Scores. Accordingly, the YBUCSS total scores of patients between the ages of 22-30 are higher than those of patients aged 51 and over; It was determined that the YBÜÇSS total scores of patients between the ages of 31 and 40 were higher than those of patients aged 51 and over. According to this situation; It is observed that as age groups decrease, the sensitivity of the intensive care unit to environmental stressors also increases. It was determined that there was a statistically positive correlation between the patients' ages and their PSQI scores. Accordingly, it was determined that the sleep quality of patients between the ages of 41 and 50 was worse than that of patients aged 51 and over.

As a result of the research, a statistically negative correlation was found between the marital status of the patients and their YBUÇSS and PSQI scores. It was observed that there was a statistically positive correlation between the education levels of the patients and YBUÇSS scores. According to this; YBÜÇSÖ Total Scores of illiterate patients were higher than those of primary school/secondary school graduates; It was observed that the rate of high school graduates was higher than primary school/secondary school graduates. It was also found that there was a statistically positive correlation between the educational status of the patients and their PSQI scores. Accordingly, it was determined that the sleep quality of patients who graduated from primary school/secondary school was worse than patients who graduated from other education levels. In addition, it was observed that the sleep quality of high school graduate patients was worse than illiterate patients. A statistical negative correlation was observed between the change in sleep patterns of the patients after admission to the Intensive Care Unit and their YBUCSS and PSQI scores.

A negative relationship was found between the patients' total YBUCSS scores and PSQI total scores . According to this; It can be said that as patients' YBUCSS scores increase, their PSQI total scores also increase. A negative relationship was found between the patients' total YBUCSS scores and the sleep disorder subscale total scores. According to this situation; When patients' YBUCSS values increase, their sleep disorder subscale total scores decrease. When the stressors most perceived by patients are examined; The factors " men and women staying in the same room " and " seeing family and friends for a few minutes a day " were found to be higher than other factors.

Suggestions

According to the research results, it is important to pay attention to the following recommendations to reduce environmental stressors that affect the sleep quality of patients in the internal medicine intensive care unit:

- Differences in sleep quality and stress levels have been detected between different age groups. Therefore, it may be recommended to create patient care plans to ensure stress management and sleep patterns specific to age groups.
- A significant relationship has been identified between education level and sleep quality. Patients with lower education levels have generally been shown to have worse sleep quality. Therefore, awareness programs or educational materials that will provide support on sleep habits can be developed for patients with low education levels.
- A negative relationship has been found between the stress levels and sleep quality of married patients. In this case, it may be beneficial for married patients to develop methods that increase communication with family members or encourage supportive family visits.
- Different stressors have been shown to have different effects. Therefore, it may be beneficial to develop a customized stress management plan based on patients' individual preferences and sensitivities. For example, segregating rooms according to gender or making visiting hours more flexible.
- Changes in sleep patterns have been observed in patients after admission to the intensive care unit. Considering the relationship of these changes with stress levels, supportive measures can be taken to facilitate patients' adaptation processes. These measures may be, for example, lighting regulations or control of noise levels.
- A significant relationship was found between YBUCSS scores and PSQI scores. In this case, considering that sleep quality deteriorates as stress levels increase, therapy or support programs can be developed accordingly.

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INVESTIGATION OF THE RELATIONSHIP BETWEEN MOBBING APPLICATION AND WORK MOTIVATION IN NURSES

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ABSTRACT
This study aims to examine the effects of mobbing practices on work motivation of nurses working in public hospitals in TRNC. The study is based on a population of 861 nurses determined according to the TRNC Ministry of Health data. With the quota sampling method used, 266 nurses were interviewed and the data were collected using a questionnaire form including a form containing the personal information of the participants, the Mobbing Perception Scale and the Work Motivation Scale. As a result of the analyses, it was determined that mobbing practices that nurses were exposed to had a negative effect on their work motivation, especially in the subscales of relationship with coworkers, threats-harassment, job and career-related obstacles, and interventions in private life. The positive correlation between work engagement and work motivation was a remarkable finding. The results of this study suggest that the negative situations that nurses are exposed to in the workplace may affect their work motivation and that work engagement may alleviate these effects.
Keywords: Mobbing, Psychological violence, Workplace violence, Work motivation.

Introduction
Problem Status
Mobbing refers to attacks made by a person or a group of people, usually in a continuous and systematic way, with the aim of causing emotional, psychological, physical or social harm. Mobbing can occur in the workplace, school, society or other social environments (Tahtalıoğlu, 2023) . In the workplace context , mobbing refers to the situation where an employee is systematically targeted and mistreated by other employees, managers or the employer. Mobbing can take many different forms and includes emotional harassment, humiliation, verbal or physical attack, gossip spreading, exclusion and other negative behaviors (Bayer, 2023) .

of mobbing can be serious and can have a negative impact on the targeted person's health, work performance, general quality of life and emotional state. Mobbing can poison the working environment within the organization and reduce overall employee satisfaction. Mobbing has been addressed by legal regulations in many countries and policies are being created to prevent or combat such behavior in workplaces. Creating a healthy communication environment and a fair working environment in the workplace helps prevent mobbing (Yeşildal, 2005).

Mobbing stands out as a problem that causes significant effects, especially on healthcare workers. Research on this topic has shown that workplace violence has a significant impact on healthcare professionals, hospitals, and society (Nowrouzi, 2017). Incidents of mobbing have a negative impact on employee morale and can lead to a range of negative consequences. These consequences include factors such as workforce loss, dissatisfaction and burnout. These consequences, which negatively affect employees' job satisfaction, can negatively affect organizational performance by reducing work efficiency (Sun et al., 2019). As frequently emphasized in various studies, negative working conditions negatively affect the job satisfaction of healthcare professionals, especially those providing treatment and care services. Mobbing both reduces the quality of life of nurses by negatively affecting their physical and mental health, and can negatively affect the quality of health services by decreasing the performance of employees (Orhaner and Mutlu, 2018).

Mobbing in nurses is a term that refers to the negative behaviors they are exposed to in their work environments. Mobbing can include negative behavior such as constantly targeting, humiliating, harassing or ostracizing a person. Nurses are an important professional group working in the healthcare sector and may be exposed to mobbing due to factors such as intense work tempo, stress, and communication problems (Demir, 2021). Symptoms of mobbing in nurses may include emotional distress, low job satisfaction, loss of motivation, increased stress, poor performance and even professional burnout (Gül, 2022). Mobbing can negatively affect an individual's physical and psychological health and negatively affect job performance. Mobbing can significantly affect working relationships and professional quality of life among nurses. In the healthcare industry, team collaboration and harmony are critical to improving quality in patient care. Therefore, preventing and effectively managing mobbing is a critical issue in terms of health service delivery and nurses' quality of work life (Erdem, 2021).

The relationship between mobbing practice and work motivation in nurses examines the potential effects of negative interactions in the work environment on nurses' work motivation. Mobbing involves negative behaviors such as being constantly targeted, humiliated, attacked or excluded. Work motivation refers to the level of energy, passion and commitment of employees regarding their work (Özkaraca and Köse , 2023).

Research shows that nurses' exposure to mobbing can have a negative impact on work motivation. Mobbing can negatively affect nurses' emotional and psychological health, increase stress levels and reduce job satisfaction (Tonkuş and Coşkun, 2021). These effects can negatively affect nurses' commitment and motivation to their jobs. High work motivation in nurses can contribute positively to quality patient care and health service delivery (Utangaç, 2020). Therefore, it is important for healthcare institutions to develop policies and practices that increase motivation for nurses. These efforts can increase the quality of general health services by increasing nurses' commitment to their profession (Metin and Kulakaç , 2022). Within the scope of this information, the problem statement that emerged in line with the main purpose of the research is: " What is the relationship between mobbing and work motivation of nurses working in the public hospital in TRNC?" It is defined as .

Purpose and Importance of the Research
mobbing practices that nurses are exposed to on their work motivation within the scope of demographic variables. The research aims to understand the effects of these variables on work motivation by examining the relationships that may exist between nurses' demographic characteristics such as age, gender, education level, professional experience and the types of mobbing they are exposed to . In the context of demographic variables, the research includes analysis of demographic factors to understand whether mobbing occurs at different levels between young or inexperienced nurses and their more experienced colleagues . In addition, it aims to reveal the relationship between these variables and mobbing perception by evaluating the effects of factors such as gender and education level on the types of mobbing that nurses are exposed to.

The evaluation made in the context of the effect of mobbing on work motivation includes analyzing the possible negative effects of various dimensions of mobbing (for example, relations with colleagues, threats-harassment, work and career-related obstacles, interventions in private life) on work motivation. The findings aim to contribute to an in-depth understanding of the relationship between nurses' mobbing perceptions and work motivation.

Hypotheses
The hypotheses of the research are as follows.
H1 : There is a relationship between nurses' mobbing perceptions and work $_{motivation}$.
H0 : There is no relationship between nurses' $_{mobbing}$ perceptions and work motivation.
H2 : Nurses' mobbing perceptions have an effect on work motivation .
H0 : Nurses' $_{mobbing}$ perceptions have no effect on work motivation.

Assumptions
It is assumed that research participants give their answers to the survey questions sincerely.

Limitations
Research;
- With research participants,
- With the scale questions used in the research,
- It is limited to nurses working at TRNC Nicosia Burhan Nalbantoğlu State Hospital.

Definitions
Mobbing : The concept of psychological harassment includes all kinds of behaviors such as maltreatment, threats, violence and humiliation systematically applied to individuals in the workplace by their superiors, equal employees or subordinates (Rüzgar , 2023) .

Work motivation: It is the process of motivating employees to work and convincing them that they will best satisfy their personal needs if they work efficiently in the organization (Özel and Yılmaz, 2023) .

Theoretical Framework
Mobbing Concept and Definition
mob comes from the Latin mobile vulgus , meaning fickle crowds, and is used in English literature to mean bullying, harassment or harassment. In the United Kingdom , the act of intimidating or mistreating others is known as bullying. In Canada and the USA the same thing is often called harassment. Additionally, terms such

as workplace trauma, employee abuse, bullies and petty bullying refer to mistreatment and inappropriate behavior in the workplace (Einarsen et al., 2020). Since mobbing is not fully defined in Turkish, it refers to intimidation, emotional or psychological harassment and workplace trauma. It refers to many different terms such as (Çobanoğlu, 2005).

Although there is no clear term for mobbing in Turkish, there is a terminology problem. Those who work on emotional violence usually explain the Turkish equivalent with expressions such as "psychological harassment at work" or "psychological terror at work" instead of using a single word. Tınaz (2008) stated that it is more appropriate to express this phenomenon in a few words rather than one. Aygün (2012), although he did not express this phenomenon exactly , said that the concepts of "Psychological Intimidation or Harassment" might be more appropriate. For this reason, uncertainty continues about the Turkish meaning of mobbing .

Mobbing can be understood as a type of bullying or harassment that occurs when a group of individuals consistently and systematically targets a specific individual with negative and harmful behavior. These behaviors can manifest as verbal abuse, social isolation, and even physical violence. Many recent studies have focused on mobbing , also called workplace bullying. shed light and revealed that mobbing is an aggressive, repetitive and group-oriented behavior pattern that results in the targeted individual being humiliated, excluded and attacked in the work environment (Tengilimoğlu et al., 2019).

The definitions in the literature clearly reveal that mobbing is not an isolated incident, but rather a continuous form of mistreatment. Therefore, the consequences experienced by the victim can be severe, including emotional distress, physical health problems, and work-related problems (Smith, 2023). It is the duty of companies to take proactive measures to combat mobbing and provide support to victims. By creating a safer and more respectful work environment, organizations can effectively reduce the harmful impact of mobbing on individuals and the overall functioning of the company. A comprehensive understanding of the concept of mobbing is crucial to identifying and addressing this problem in the workplace, thus playing a crucial role in its prevention (Jones, 2022).

Mobbing in the Health Sector

Mobbing constitutes an important risk factor in various professional fields, its prevalence is especially evident in the health sector (Kılıç et al., 2016). The unique characteristics of the healthcare sector, characterized by long working hours, harsh working conditions and lack of recreational opportunities, increase occupational hazards more than other professions. Healthcare institutions often witness numerous cases of verbal or physical aggression directed at healthcare professionals by patients, relatives or other individuals. Increasing mobbing cases in healthcare institutions can be attributed to multifaceted factors such as difficult working conditions, discriminatory practices among patients, high patient load, pricing problems, difficult shift schedules, and restrictions on devoting time to family and social pursuits in line with the busy working environment (Yiğitbaş and Deveci, 2011).

Consistently highlight the susceptibility of personnel in the healthcare sector to be exposed to mobbing , and nurses emerge as the most vulnerable group in this professional field. Nurses, who are the first and most frequently encountered healthcare professionals by patients, face a high risk of mobbing . Various factors that contribute to nurses' exposure to mobbing include factors that increase their vulnerability, such as not being compensated for their services, violation of their rights by other healthcare professionals, especially head nurses, being assigned to departments different from their designated roles, and constant interaction with patients (Karahan and Yılmaz, 2014). .

There is a significant correlation between the prevalence of mobbing and the density of women in health institutions (Eroğlu and Solmaz, 2015). The consequences of working in environments characterized by high rates of mobbing are manifested in increased stress levels among nurses, resulting in a decrease in both their physical and psychological well-being. As a result, the capacity of nurses to fulfill their professional obligations decreases, which leads to a decrease in productivity and deterioration of institutional functioning (Arıcan, 2022).

Mobbing , a common problem in the healthcare sector , represents a challenging occupational, health and safety issue. The repercussions go beyond the victim and affect the broader social fabric. Proactive measures need to be taken to reduce the prevalence of mobbing ; The most important of these is organizing comprehensive training and seminars for healthcare professionals. These initiatives should focus on equipping staff with skills such as problem and conflict resolution, stress management, anger management, and workplace violence prevention strategies (Karsavuran, 2014).

Business Motivation

The concept of motivation is not a new development, but rather came to the fore in organizational contexts during the Industrial Revolution. In the early days of the Industrial Revolution, the important physiological needs of workers and their families attracted the attention of bosses and managers who were directed to meet these needs (Şimşek et al., 2011). Workforce motivation studies have long been a prominent focus at both practical and theoretical levels. While managers accept motivation as a very important factor in the performance equation, academics who study organizational performance also see it as a fundamental element for effective management practices. It has consistently served as a primary tool for addressing turnover intentions and enhancing organizational performance, commitment, and creativity (Zhu et al., 2018).

Motivation is a concept that has been approached and defined in various ways, but the commonality between these definitions is its impact on people's behavior and the way it energizes individuals. Motivation can be viewed through the lenses of needs or expectations, actions, goals, and feedback. It plays a crucial role in shaping human behavior and directing individuals to achieve goals (Darrington and Howell, 2011). The issue of motivation is of great importance in organizational contexts. Managers, in particular, have the responsibility to encourage high levels of motivation among their employees to create an effective and efficient work environment. If employees are not motivated to accomplish their assigned tasks, the effectiveness of management efforts may be compromised. Therefore, understanding and using motivation is becoming a central aspect of organizational leadership and performance optimization (Froese et al., 2019).

Method
Research Method

This study was prepared as a quantitative research. Quantitative research is a type of research that objectifies the facts and expresses them observably, measurably and numerically. Research that is repeatable and objectively revealed through observation and measurement is known as quantitative, that is, "numerical" research (Büyüköztürk et al., 2013). Relational screening model was used in the research. The use of the relational screening model in the research provides a special analytical framework for understanding the relationship between the mobbing events that nurses are exposed to and their motivations. The relational screening model is a statistical model used to determine the relationships between variables (Karasar, 2015).

Population and Sample

The population of this study consists of nurses working in public hospitals in TRNC. According to TRNC Ministry of Health data, the total number of nurses is determined as 861. Quota sampling method was used in sample selection. Quota sampling method is a sampling technique used to ensure that subgroups with certain characteristics are represented in a research. This method creates a sample by selecting individuals belonging to certain categories (quota) in the population. These categories can often be based on demographic, socioeconomic or other specific characteristics (Büyüköztürk et al., 2013). In this context, 266 nurses were interviewed for the study.

Data Collection Tools

Research data was collected using a form containing personal information of the participants, a survey form containing the Mobbing Perception Scale and the Work Motivation Scale . This method aims to ask participants to provide both general information and specific information about mobbing perception and work motivation, which is the focus of the research.

Mobbing Scale

The Mobbing Scale is designed to evaluate individuals' relationships with their colleagues, exposure to physiological and psychological violence , work-related feedback efficiency, whether opinions are taken according to the individual's interests, and whether they are informed of changes at work. Evaluation is made on a 7 point scale from "Strongly agree 7" to "Strongly disagree 1". Higher scores, more mobbing while low scores indicate less exposure to mobbing behavior (Lalelioğlu et al., 2013). mobbing "Rotated Principal Component Analysis" technique was used to check the construct validity of the Scale . As a result of the analysis, 10 items were removed and the total number of items in the scale was reduced to 38. The Cronbach Alpha coefficient used to evaluate the reliability of the scale was calculated as 0.948.

Work Motivation Scale

Likert- type Work Motivation Scale developed by Engin and Çam (2016) aims to evaluate the work motivation level of nurses. Nurses receive a maximum of 75 points and a minimum of 25 points from the scale by giving "1" point for "strongly disagree", "2" points for "partially agree" , and "3" points for "agree". High scores indicate high work motivation (Engin and Çam, 2016). Factor analysis was applied to evaluate the construct

validity of the scale. Although nine factor groups stand out, a single-factor structure was accepted as the most appropriate solution by considering the slope graph analysis and factor loadings. The Cronbach alpha reliability coefficient of the scale was found to be 0.855, which showed high internal consistency (Engin and Çam, 2016). The internal consistency of nurses' responses to the Mobbing and Work Motivation scales was examined with the Cronbach Alpha test and was calculated as 0.949 for the Mobbing Scale and 0.761 for the Work Motivation Scale. This reliability analysis indicates that both scales have strong internal consistency. The use of these scales is suitable for reliably approximating the results obtained.

Analysis of Data

In the study, (SPSS) 28.0 software was used for statistical analysis of the nurses' responses to the survey forms. Frequency analyzes were performed for the distribution of the socio -demographic characteristics of the participants , and descriptive statistics were shown for the Mobbing Scale and Mobbing Scale scores. Within the scope of normality tests of nurses' Mobbing and Work Motivation Scale scores, the Kolmogorov-Smirnov test was performed and it was determined that the nurses' Mobbing Scale and Mobbing Scale scores did not show a normal distribution.

the Mobbing and Work Motivation Scale scores of the nurses included in the research did not comply with the normal distribution, non-parametric tests were used in the research. Mann Whitney (MWU) is used to compare Mobbing and Work Motivation Scale scores according to nurses' gender and education level, and to compare Mobbing Scale and Mobbing Scale scores according to age group, income, unit they work in and professional seniority. Kruskal Wallis (KWH) test was applied.

the Mobbing and Work Motivation Scale scores of the nurses in the study were examined with the Spearman test, and the predictive power of the Mobbing Scale scores on the Work Motivation Scale scores was examined with multivariate regression analysis.

Findings
Demographic features

Table 1. Distribution of Socio -Demographic Characteristics of Nurses

	Dear)	Percentage (%)
Age		
18-26	48	18.05
27-35	50	18.80
36-44	99	37.22
45 years and above	69	25.94
Gender		
Male	68	25.56
Woman	198	74.44
Education status		
SML/ Associate Degree	28	10.53
Undergraduate/Graduate	238	89.47
Income		
Revenues are less than expenses	38	14.29
Revenues equal expenses	184	69.17
Income exceeds expenses	44	16.54
Unit		
Urgent	27	10,15
Surgical	57	21.43
Internal medicine	42	15.79
Pediatrics and children	37	13.91
Intensive care	61	22.93
Other	42	15.79
Year in Business		
5 years and below	70	26.32
6-11	46	17.29
12-17	65	24.44

18-23	44	16.54
24 years and above	41	15.41
Total	**266**	**100.00**

Table 3. shows the distribution of socio -demographic characteristics of the nurses participating in the study. According to Table 2, 18.05% of the nurses are 18-26 years old, 18.80% are 27-35 years old, 37.22% are 36-44 years old and 25.94% are 45 years old and over. In the age group, it was determined that 25.56% were male, 74.44% were female, 10.53% were SML/ associate degree graduates, and 89.47% were undergraduate/graduate graduates. 14.29% of the nurses have an income less than their expenses, 69.17% have an income equal to their expenses, 16.54% have an income more than their expenses, 10.15% have an emergency, 21.43% have a surgery, 15% have a surgery. 79% of them were working in internal medicine, 13.91% were working in pediatrics, 22.93% were working in intensive care and 15.79% were working in other units, 26.32% were working for 5 years or less, 17.29% were working in other units. It was determined that 6-11 years of professional seniority existed, 24.44% had 12-17 years of professional seniority, 16.54% had 18-23 years of professional seniority and 15.41% had 24 years or more of professional seniority.

Findings Regarding Scale Scores

Table 2. Average Scores for Scales

	n	Cover.	s	min	Max .
Work Motivation Scale	266	49	4.97	40	65
Relationship with coworkers	266	2.68	1.02	one	4.88
Threat-harassment title	266	2.12	1.17	one	4.71
Work and career-related obstacles	266	3	0.99	1.25	4.88
Interventions in private life	266	2.63	1.21	one	7
work commitment	266	3.92	1.33	one	7

As a result of the analysis, the general average of the work motivation scale was determined as 4.97. The standard deviation was found to be 0.49, the minimum value was 4, and the maximum value was 5.65. Additionally, when focusing on the subscales of the scale, it is seen that the "Work Engagement" subscale has the highest mean (average: 3.92). Other sub-dimensions, " Relationships with Colleagues," "Threats-Harassment," "Interferences with Work and Career," and "Interferences with Private Life" also have averages of 2.68, 2.12, 3, and 2.63, respectively. These statistics provide an overview of employees' work motivation and the various factors that influence this motivation. In particular, high averages for job engagement indicate that employees feel a strong commitment to their jobs.

The Relationship Between Mobbing and Work Motivation

H1 : There is a relationship between nurses' mobbing perceptions and work $_{motivation}$.
H0 : There is no relationship between nurses' $_{mobbing}$ perceptions and work motivation.

Table 8. Correlations between Nurses' Mobbing and Work Motivation Scale Scores

Mobbing Scale		Work Motivation Scale
	r	-0.445
Relationship with coworkers	p	0.000*
	N	266
	r	-0.411
Threat-harassment title	p	0.000*
	N	266
	r	-0.510
Work and career-related obstacles	p	0.000*
	N	266
	r	-0.294
Interventions in private life	p	0.000*
	N	266

	r	0.330
work commitment	p	0.000*
	N	266

the Mobbing Scale of the nurses included in the study , Relationship with Colleagues, Threat-harassment title, Work and career-related inhibitions, and Interventions in private life subscale scores, and the Work Motivation Scale scores ($p\leq0, 05$). If the scores of nurses on the Mobbing Scale's Relationship with Colleagues, Threat-harassment title, Work and career-related interferences, and Interventions in private life subscales increase, their Work Motivation Scale scores decrease.

A statistically significant and positive correlation was determined between the nurses' Mobbing Scale and Work Engagement subscale scores and their Work Motivation Scale scores ($p\leq0.05$). As nurses' Mobbing Scale and Work Engagement subscale scores increase, their Work Motivation Scale scores also increase.

The Effect of Mobbing on Work Motivation
H2 : Nurses' mobbing perceptions have an effect on work motivation .
H0 : Nurses' mobbing perceptions have no effect on work motivation.

Table 9. Examining the Prediction of Nurses' Mobbing Scale Scores on their Work Motivation Scale Scores (Regression Analysis)

	std . Be .		std .	t	p	F	R2 –
	B.	S.H.	Beta			p	FlatR ^{2}
(Still)	56.94	1.63		34,936	0.000*		
Relationship with coworkers	-1.62	0.45	-0.33	-3.625	0.000*		
Threat-harassment title	0.17	0.41	0.04	0.415	0.679	26,827	0.340
Work and career-related obstacles	-1.86	0.31	-0.37	-6.008	0.000*	0.000*	0.328
Interventions in private life	0.12	0.29	0.03	0.435	0.664		
work commitment	0.33	0.22	0.09	1,542	0.124		

$p\leq0.05$

Mobbing of Nurses The scores they received from the subscales Relationship with colleagues ($\beta=-0.33$;$p \leq0.05$) and Work and career-related inhibitions ($\beta=-0.37$;$p\leq0.05$) subscales were found to be related to their Work Motivation Scale scores. statistically significant and negatively predicted has been observed.
The Threat-harassment heading in the Mobbing Scale of the nurses participating in the study ($\beta = 0.04$; $p > 0.05$), Interventions in private life ($\beta = 0.03$; $p > 0.05$) and Work commitment ($\beta = 0.09$; It was determined that the scores they received from the subscales ($p>0.05$) did not predict the Work Motivation Scale scores at a statistically significant level.

Conclusion and Recommendations
the Mobbing Scale of the nurses included in the study and their Work Motivation Scale scores. The increase in the scores that nurses receive from these subscales under the Mobbing Scale shows that their Work Motivation Scale scores decrease. Additionally, a positive and statistically significant correlation was determined between nurses' Work Engagement subscale scores under the Mobbing Scale and their Work Motivation Scale scores. As nurses' Work Engagement subscale scores under the Mobbing Scale increase, their Work Motivation Scale scores also increase. It was observed that the scores of the nurses participating in the study from the Relationship with Colleagues and Work and Career-related Inhibitions subscales under the Mobbing Scale negatively and significantly predicted the Work Motivation Scale scores . However, no significant effect of the scores obtained from the Threat-harassment, Interventions in Private Life and Work Engagement subscales was detected in predicting the Work Motivation Scale scores.

that the mobbing that nurses are exposed to may negatively affect their work motivation, and especially obstacles related to relationships with colleagues and work career may be determining factors in this relationship. At the end of the research, the following recommendations were developed:

- It has been observed that obstacles related to relationships with colleagues and business career negatively affect work motivation. In this context, it is important to encourage healthy communication among employees and minimize career obstacles by organizing training and awareness programs to prevent mobbing within the company.
- Considering the positive relationship between job engagement and work motivation, programs can be developed within the company to increase employees' commitment to their jobs. These programs may

focus on encouraging teamwork, strengthening employees' commitment to their jobs, and increasing their motivation.

- An effective mechanism should be established to monitor and resolve mobbing situations within the company . By establishing a system where employees can anonymously report mobbing situations, problems can be responded to quickly and effectively.
- In order to reduce work and career-related obstacles, programs that reward performance and support career development can be organized for employees within the company. These programs can strengthen employees' motivation and commitment to work.

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LEADERSHIP SKILLS OF NURSES IN THE FIELD OF HEALTH: THE EXAMPLE OF TRNC HOSPITALS

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ABSTRACT
The purpose of this study is to examine the leadership skills of nurses in the health field. the population of the study consisted of nurses working in the Turkish Republic of Northern Cyprus (TRNC) Nicosia Burhan Nalbantoğlu State Hospital , Famagusta state Hospital, Near East University Hospital oath Kyrenia Dr. white flower Hospital ; the samples It consisted of 280 nurses . The data were collected through Google Forms using a personal information form and the Leadership orientation Scale. The leadership orientation scale was developed by bolman oath Deal (1990), and its Turkish adaptation oath validity oath reliability was conducted by Dereli (2003). The results of the analysis show that the leadership orientations of the participant nurses did not deviate from the overall mean of the scale in general. However, when the sub-dimensions of the scale are examined, it is observed that higher scores are obtained in the symbolic leadership dimension, but lower scores are obtained in the structural leadership dimension. According to the gender variable, it was observed that female nurses scored higher than male nurses in structural leadership, symbolic leadership oath the total scale, but male nurses scored higher than female nurses in the people resource leadership dimension. These results show that there are significant differences between leadership dimensions oath gender. According to the Ibid. variable, it was determined that different Ibid. groups had different scores in structural, human resource, political oath symbolic leadership dimensions. For example, while participants between the ages of 22-30 scored higher in structural leadership, those between the ages of 41-50 scored higher in human resource oath politics leadership dimensions. According to the marital status variable, it was observed that singles nurses scored higher than married nurses in human resource oath politics leadership dimensions. This indicates that singles nurses have stronger leadership characteristics or tendencies in these two leadership dimensions. According to the professional seniority variable, it was found that nurses in different professional seniority range received different scores in different leadership dimensions. For example, nurses in the 1-5 year range scored higher in structural leadership, while those in the 6-10 years range scored higher in human resource leadership.
Keywords: Leader, Leadershi, Nurse.

Introduction
Problem Status
A nurse is a professional healthcare worker who undertakes patient care and treatment in healthcare services. Nurses can work in many healthcare institutions such as hospitals, clinics, health centers, and home health care services. The primary duties of nurses include meeting the medical needs of patients, administering medications, performing medical procedures, maintaining patient records, and providing health information and support to patients and their families. Nurses can also work in areas such as providing health education, managing health programs, and participating in health research. Nursing is a versatile profession that provides a wide range of services, including patient care, coordination of health services, education of patients and their families, improvement of health services and protection of health. Nurses are an important part of medical teams and play a critical role in the healthy recovery and treatment of patients (Arabacı, 2012).

Nurses' perception of leadership is important in the field of healthcare. A leader is a person who is responsible for directing a group or community towards a specific goal or objectives. Leadership refers to a set of skills and responsibilities that include directing, guiding, motivation, decision-making and influencing abilities. Leaders can be found in different sectors and fields (Salamah, Alzubi ve Yinal, 2023). By sharing their vision, leaders guide followers or group members in achieving goals. A good leader can motivate people, ensure cooperation, and solve problems with determination. Leadership includes the ability to use various leadership styles and methods to realize the leader's vision and contribute to the development of group members (Koçak and Özüdogru , 2012).

Leadership skills of nurses are very important in the field of health. Leadership includes decision making, motivating, communication, problem solving and other leadership skills. Leadership plays an important role in business, politics, society, education and many other fields. A good leader encourages teamwork, motivates

people, makes strategic decisions and provides guidance for sustainable success. Leadership styles may vary and leaders may take different approaches. Some leaders take a participatory approach, while others may be more authoritarian. Leadership can have a huge impact on both the individual and societal levels. A leader can help group members maximize their potential and achieve common goals (Negussie and Demissie, 2013).

In the field of healthcare, nurses' leadership skills are necessary to provide effective patient care as well as to improve the quality of healthcare services. Nurses must develop leadership skills to gain patient trust, work as a team, deal with emergencies, solve problems, and continue their professional development. Therefore, leadership skills are of great importance in the careers of nurses and the successful delivery of health services (Ardahan and Konal , 2017) .

The perception that nurses' leadership capacities are insufficient has led to nurses not being provided with opportunities in management and education positions for many years. As healthcare systems become increasingly complex, the need for harmony and collaboration among healthcare professional's increases. It is important that staff can collaborate and coordinate activities. The way to establish this cooperation effectively is for nurses to have leadership and management skills and to use these skills effectively (Öztürk et al., 2012). The reasons why nurses cannot exhibit leadership behaviors include factors such as the fact that healthcare institutions often have a hierarchical structure, physicians are generally seen as team leaders, concern about loss of job security, role ambiguity, role confusion and lack of trust (Serinkan and İpekçi, 2015). Leadership in nursing is defined as "using the power and tendency to achieve a common goal and vision by influencing the patient, family and society." Developing leadership and management skills in nursing requires nurses to organize so that they can participate in health policies and take an active part in decision-making mechanisms (Duygulu and Kublay, 2008).

When the studies are examined, it is seen that management policies and manager behaviors affect nurses' job satisfaction and service quality. Leadership and management behaviors bring a new perspective to healthcare environments and positive environments can be created for nurses and patients. In addition, employees' commitment to the organization, satisfaction levels and motivation increase. Health transformation programs, legal regulations, developments in medicine and technology, difficulties in covering health care expenses, increasing population, lack of nurses, mobbing and burnout problems reveal the need for nurses with leadership skills and the necessity for nurses to develop their leadership skills (Öztürk et al., 2012).

Purpose and Importance of the Research
The aim of this study is to examine the leadership skills of nurses in the field of health. This study addresses a critical issue that should be emphasized in the leadership skills of nurses in the healthcare sector. Nurses play a vital role in caring for patients, coordinating healthcare services, and ensuring patient satisfaction. Therefore, developing and emphasizing nurses' leadership abilities is important to improve the quality of healthcare. Additionally, this study offers a local perspective by examining the leadership skills of nurses specifically in TRNC hospitals. Local perspectives can help identify leadership gaps and develop unique strategies to improve regional health services. In conclusion, the results of this study have the potential to highlight nurses' leadership skills and provide valuable suggestions to make healthcare services more effective. Nurses' leadership skills can shape the future success of the healthcare system and contribute to better care for patients.

Hypotheses
In this research, answers were sought to the following questions:
1. H_1: There is a difference between nurses' leadership orientation sub - dimensions according to their gender variable.
   H_0: There is no difference between nurses' leadership orientation sub-dimensions according to gender variable.
2. H_1: There is a difference between nurses ' leadership orientation sub-dimensions according to their age variable.
   H_0: There is no difference between nurses' leadership orientation sub-dimensions according to their age variable.
3. H_1: There is a difference between the leadership orientation sub-dimensions of nurses according to their marital status variable.
   H_0: There is no difference between nurses' leadership orientation sub-dimensions according to their marital status variable.
4. H_1: There is a difference between nurses' leadership orientation sub-dimensions according to their professional seniority variable.

H_0: There is no difference between nurses' leadership orientation sub-dimensions according to their professional seniority variable.

Assumptions
It is assumed that research participants give their answers to the survey questions sincerely.

Limitations
Research;
- With the resources used in the research,
- With the survey questions used in the research,
- It is limited to nurses working in TRNC.

Definitions
Nurse: A professional healthcare worker who undertakes patient care and treatment in healthcare services (Arabacı, 2012).
Leader: A term defined as the manager or head of a group or organization. (Koçak and Özüdogru, 2012).
Leadership: It means that a person or a group of people directs, guides and influences others. (Negussie and Demissie, 2013).

Theoretical Framework
Leadership Concept
Leader, one group, team or organization directing, influencing and inspiration giver is a person. Leader, motivating and directing others And to goals to reach for guidance don't capable of has (Yinal ve Okur, 2022). Leadership roles, a organization top level from project managers of your team to its leader, social groups to their leaders And community to their leaders much various at levels And in contexts can be seen. Leaders, leadership your qualifications user vision owner, reliable, charismatic and effective persons it could be (Tülüce, 2022).

Leadership, leader behaviours and is the effect. Leadership, a your leader others on you effect by One group ororganization orientation and motivation process expression it does. Leadership, a of the group to goals reach for necessary the one which coordination, cooperation, communication and management Contains. Good leadership to others guidance do n't team of its members your abilities development And strong One study environment create his skill requires (Tengilimoğlu , 2005).

Leaders effective communication skills with others clear, clear and effective one way communication to establish helper It is possible. Good communication, leaders set with its member's partnership to do and to motivate them makes it easier. Communication skills of people ideas, thoughts, feelings And information opposite aspect effective One way expression whether to understand providing important communication are their abilities. Both personal in relationships and business in your life effective communication to your skills owner to be successful communication to establish And positive interactions to support makes it easier. Good communication to your skills owner to be people emotional intelligence, social rapport And personal And professional success about effective to be helper happens (Özsalmanlı , 2005).

Leadership in Nursing
Of nurses leadership concept health _ in your services important has a role the one which... nurses, leadership features using hospital or in clinics effective one way their work expression it does. Nurses, health in the industry patients care, treatment and healing in their processes critical one role they play and this for this reason leadership to your skills owner being, patient care the quality And the results in auction big importance has. Of nurses leadership concept, just title or hierarchical with position annoyed not the same in time leadership qualities what they can show all in areas is valid. Nurses with patients And hospital with its staff effective communication building team his work encouragement don't , problems solving , taking initiative and decision don't give abilities like leadership skills They use (Yeşiltaş et al., 2013).

Nurses, patients care in their processes leadership shows. Patients' needs evaluate, treat your plans creates and apply, care the quality marks and patient safety provides. In patient care leadership, health in the industry worker nurses and other health professionals, patients care processes manage and leadership skills use is the process. This leadership type of patient's health of their situation evaluation, treatment of your plans creation, maintenance coordination and health services effective one way presenting processes contains. In patient care leadership, health of your staff well order patients and them with their family's effective one communication setup your ability requires. Leadership skills of patients requirements and your preferences understanding, empathy setup and emotional support providing like factors includes (Velioğlu And Homeland , 2002).

Nurses, multidisciplinary health of your team One Part of it aspect set leadership they do. Other health with its professionals coordination and partnership inside working, patients holistic and effective One way maintenance They provide. In nurses set leadership, health in your services important has a role the one which. Nurses, a health team in other health professionals and with its staff effective One way working in patient care leadership is to show. nurses , patients care processes management , coordination And set study about critical One role they undertake And This for this reason set leadership to your skills owner to be It is important . In nurses set leadership, following in shapes self shows : (Timmins and McCabe, 2003).

Related Research

Wong and Cummings (2007) examined the impact of nurses' leadership and leadership behaviors on patient outcomes. As a result of these studies, it was determined that positive leadership behaviors increased patients' satisfaction levels and reduced undesirable effects. In Tsai's (2011) study, the relationship between organizational culture, leadership behaviors and job satisfaction in nurses was examined. The research results showed that there was a relationship between organizational culture and leadership behaviors and emphasized that nurses' job satisfaction levels increased in work environments where organizational goals were determined and leadership behaviors were developed.

Negussie and Demissie (2013) examined the relationship between the leadership style of nurse managers and nurses' job satisfaction. They found that nurses preferred transformational leadership style more than transactional leadership and that there was a positive relationship between transformational leadership style and job satisfaction. Warshawsky and Havens. (2014) examined the job satisfaction of nurse managers and their tendency to leave the profession. They showed that nurse managers were satisfied with their career choices and had high levels of job satisfaction, but they stated that many nurses tended to leave their jobs for reasons such as burnout, career changes, promotion and retirement. Serinkan and İpekçi (2015), in their study on "leadership and leadership characteristics in manager nurses" , found that manager nurses adopted a democratic and participatory leadership style and that the most important qualities of leaders should be honesty, responsibility, cooperation, team understanding, and information sharing. They concluded that nurse managers have a transformational leadership approach rather than transactional leadership.

Sayın (2008) in his study aimed to reveal the effects of the leadership styles that nurses perceive in nurse managers on their commitment to the organization. It was concluded that the transformational leadership style average of manager nurses is higher than other leadership styles and that one of the important factors in increasing organizational commitment is the transformational leadership style. In his study, Soyluer (2010) examined the effects of the leadership behaviors of nurse managers on the motivation of nurses and stated that there is a relationship between the leadership behaviors of nurse managers and the motivation and satisfaction levels of employees, and as the leadership behaviors of nurse manager's increase, the motivation (satisfaction) levels of employees also increase.

Method
Research Method
This research is a screening research conducted on a participant group consisting of nurses working in TRNC. Research is a study of participants' opinions, interests, skills, abilities, attitudes, etc. on a topic. It uses a survey research model that aims to examine features such as. This model is called screening, which is given to studies conducted with larger samples and explaining the basic features of the research. During the data collection process, data is obtained from the participants through a survey. The research was conducted using quantitative research methods (Karasar , 2008)

Population and Sample
The population of the research is Turkish Republic of Northern Cyprus (TRNC) Nicosia Burhan Nalbantoğlu State Hospital, Famagusta State Hospital, Near East University Hospital and Kyrenia Dr. It consists of 900 nurses working at Akçiçek Hospital. The sample of this study was determined using the purposeful sampling method. Purposive sampling method is a sampling method in which the researcher selects a sample in line with a specific purpose. This method aims to select informative, representative and important participants who are suitable for the purpose of the research (Kılbaş and Cevahir, 2023). In this context, 280 nurses were included in the sample of the research.

Data Collection Tools
In the study, data was collected via Google Forms between 06.08.2023 and 01.09.2023. 50 of the 350 scale forms distributed were not returned;In 20 of them, deficiencies were detected that would affect the work. Therefore, 280 forms were included in the study.

In the study, data were collected through a personal information form and the Leadership Orientation Scale.

Gender, age, marital status and professional seniority were asked in the personal information form.

The leadership orientation scale is a 5-point Likert type scale developed by Bolman and Deal (1990), adapted into Turkish and its validity and reliability was done by Dereli (2003). It is structured as "1 is never, 5 is always". It consists of 32 questions and 4 sub-dimensions (Dereli, 2003). Each of the "Structural Leadership", "Human Sourced Leadership", "Political Leadership" and "Symbolic Leadership" sub-dimensions consists of 8 statements. The reliability coefficient (Cronbach Alpha) in the study was 0.790 for "Structural Leadership"; 0.810 for "Human Based Leadership"; It was calculated as 0.780 for "Political Leadership" and 0.760 for "Symbolic Leadership". Reliability coefficient for the Leadership Orientation Scale (cronbach alpha) is 0.830 (Dereli, 2003). The results of the reliability analysis conducted in this study are given in Table 1.

Table 1. Reliability analysis of the scale

	Cronbach's Alpha	Article
Leadership Orientation Scale	0.827	32

As a result of the analysis, the Leadership Orientation Scale Cronbach's Alpha value was found to be 0.827 and was found to be reliable within the study.

Analysis of Data
SPSS 28 program was used to analyze the data collected in the study and was examined at the reliability level. T-Test, ANOVA and ANOVA Tukey tests were used to examine whether the scale scores differ according to socio-demographic characteristics.

Findings
Demographic features
Demographic variables of nurses are given in Table 2.

Table 2. Demographic Information

		N	%
Gender	Woman	152	54.3
	Male	128	45.7
Age	22-30 years old	32	11.4
	31-40 years old	117	41.8
	41-50 years old	102	36.4
	51 and over	29	10.4
marital status	Married	95	33.9
	Single	185	66.1
professional seniority	1-5 Years	75	26.8
	6-10 Years	145	51.8
	11-15 Years	27	9.6
	more than 15 years	33	11.8
	Total	280	100.0

When Table 2 is examined, 54.3% of the participants are women; It is seen that 45.7% of them are male. Considering the age distribution of the participants, 41.8% are 31-40 years old; 36.4% are 41-50 years old; It is seen that 11.4% are between the ages of 22-30 and 10.4% are between the ages of 51 and over. 66.1% of the participants are single; It is seen that 33.9% of them are married. In terms of professional seniority, 51.8% of the participants have 6-10 years; 26.8% have 1-5 years; It is seen that 11.8% of them are more than 15 years old and 9.6% are between 11-15 years.

Descriptive Analysis of the Leadership Orientation Scale
In Table 3 Descriptive analysis results of the leadership orientation scale are included.

Table 3. Descriptive Analysis of the Leadership Orientation Scale and its Sub-Dimensions

	Min.	Max.	$\overline{X}$	Ss.
structural leadership	32.00	35.00	33.83	0.790
human-based leadership	33.00	37.00	35.00	0.935
political leadership	33.00	39.00	35.76	1,436
symbolic leadership	34.00	40.00	37.54	0.922
Scale total	137.00	150.00	142.15	3,036

The mean ($\overline{X}$) of the total score of the leadership orientation scale of the participating nurses is 142.15 and the standard deviation (Ss.) is 3.036. This shows that the leadership orientations of the participants did not deviate from the overall mean of the scale. When we look at the sub-dimensions of the scale, the sub-dimension with the highest score is Symbolic leadership. The mean score ($\overline{X}$) of this sub-dimension is 37.54 and the standard deviation (Ss) is 0.922. This shows that participants' leadership orientations are more focused on the symbolic leadership dimension. In addition, one of the sub-dimensions of the scale, the structural leadership sub-dimension, received the lowest score. The mean score ($\overline{X}$) of this sub-dimension is 33.83 and the standard deviation (Ss.) is 0.790. This shows that the leadership orientations of the participants are lower in the structural leadership dimension.

Descriptive Analyzes Between Gender Variable and Leadership Orientation Scale
The results of the analysis conducted to test the hypothesis "H $_{1 :}$ There is a difference between the leadership orientation sub-dimensions of nurses according to the gender variable" are given in Table 4.

Table 4. Comparison of Leadership Orientation Scale and Its Sub-Dimensions According to Gender Variable (T-Test)

		N	$\overline{X}$	ss	f	p.
structural leadership	Woman	152	33.92	0.719	7,591	**0.006**
	Male	128	33.72	0.857		
human-based leadership	Woman	152	34.98	1,060	24,117	**0.000**
	Male	128	35.03	0.762		
political leadership	Woman	152	35.87	1,443	0.007	0.934
	Male	128	35.64	1,423		
symbolic leadership	Woman	152	37.57	1,088	14,280	**0.000**
	Male	128	37.50	0.675		
Scale total	Woman	152	142.36	3,486	23,476	**0.000**
	Male	128	141.90	2,385		

$p < 0.05$
As a result of the analysis, it was determined that structural, anthropogenic, symbolic and total scale scores differed with the gender variable ($p < 0.05$). Accordingly, the scores of female nurses in structural leadership, symbolic leadership and the total scale are higher than those of men; In the human-based leadership dimension, male nurses' scores were higher than female nurses. These results show that there are significant differences between leadership dimensions and gender. The fact that female nurses receive higher scores in the structural leadership and symbolic leadership dimensions indicates that they have stronger leadership tendencies in these dimensions. In the human-based leadership dimension, male nurses' higher scores suggest that this dimension may be more prominent or that male nurses' leadership skills in this area are stronger. As a result, it is determined that there are differences between gender and leadership dimensions.

4.4. Descriptive Analyzes Between Age Variable and Leadership Orientation Scale

The results of the analysis conducted in the study to test the hypothesis "H $_2$: There is a difference between the leadership orientation sub-dimensions of nurses according to their age variable" are given in Table 5.

Table 5. Comparison of Leadership Orientation Scale and its Sub-Dimensions According to Age Variable (ANOVA- ANOVA Tukey Test)

		N	$\overline{X}$	ss	f	p.	Difference
structural leadership	22-30 years old	32	34,31	0.470	6,062	**0.001**	22-30 years>31-40 years; 41-50 years old
	31- 40 years old	117	33.88	0.800			
	41- 50 years old	102	33.66	0.812			
	51 and over	29	33.72	0.751			
human-based leadership	22-30 years old	32	34.56	1,293	4,472	**0.004**	41-50 years > 22-30 years
	31- 40 years old	117	34.94	0.833			
	41- 50 years old	102	35.21	0.929			
	51 and over	29	35.03	0.680			
political leadership	22-30 years old	32	35.87	1,680	3,426	**0.018**	41-50 years old > 31-40 years old
	31- 40 years old	117	35.46	1,386			
	41- 50 years old	102	36.06	1,387			
	51 and over	29	35.82	1,338			
symbolic leadership	22-30 years old	32	37.25	0.983	13,652	**0.000**	31-40 years old > 22-30 years old 51 and over > 22-30 years; 41-50 years old
	31- 40 years old	117	37.86	0.860			
	41- 50 years old	102	37,18	0.792			
	51 and over	29	37.86	0.990			
Scale total	22-30 years old	32	142.00	4,016	0.118	0.949	No difference
	31- 40 years old	117	142.14	2,838			
	41- 50 years old	102	142.13	2,981			
	51 and over	29	142.44	2,910			

$p < 0.05$

As a result of the analysis, it was determined that there was a significant difference between all sub-dimensions and the age variable, except for the total score of the scale ($p<0.05$). According to this;

- In the structural leadership dimension, the participants between the ages of 22-30 are 31-40 years old and 41-50 years old;
- the human-based leadership dimension, participants between the ages of 41-50 are 22-30 years old;
- the political leadership dimension, participants between the ages of 41-50 are between the ages of 31-40;
- the symbolic leadership dimension, it was determined that the participants between the ages of 31-40 were higher than the participants between the ages of 22-30 and those aged 51 and over, compared to the participants between the ages of 22-30 and 41-50.

As a result, participants between the ages of 22-30 have stronger leadership qualities in the structural leadership dimension; Participants between the ages of 41-50 have stronger leadership tendencies in both human and political leadership dimensions; It was observed that participants between the ages of 31-40 were stronger in the symbolic leadership dimension or represented this dimension more effectively. In this case, differences in leadership dimensions have been detected between age groups, and it can be said that these differences indicate that certain age groups have certain leadership characteristics or tendencies.

4.5. Descriptive Analyzes Between Marital Status Variable and Leadership Orientation Scale
The results of the analysis conducted to test the hypothesis "H $_{3}$: There is a difference between the leadership orientation sub-dimensions of nurses according to the marital status variable" are given in Table 6.

Table 6. Comparison of the Leadership Orientation Scale and its sub-dimensions according to marital status variable (T-Test)

		N	$\overline{X}$	ss	f	p.
structural leadership	Married	95	33.88	0.769	0.009	0.926
	Single	185	33.81	0.802		
human-based leadership	Married	95	34.80	1,116	10,449	**0.001**
	Single	185	35,11	0.809		
political leadership	Married	95	35.15	1,178	4,390	**0.037**
	Single	185	36.08	1,459		
symbolic leadership	Married	95	37.27	0.777	0.905	0.342
	Single	185	37.68	0.960		
Scale total	Married	95	141.11	2,913	0.408	0.523
	Single	185	142.69	2,966		

$p < 0.05$

As a result of the analysis, it was determined that there was a significant difference between human-based and political leadership and marital status ($p < 0.05$). Accordingly, it was observed that single nurses received higher scores than married nurses in both human resources and political leadership dimensions. In other words, according to the results of the analysis, single nurses appear to have stronger leadership characteristics or tendencies in the human-based leadership and political leadership dimensions. This suggests that marital status has an impact on leadership abilities and that single nurses take a more prominent leadership role in these two leadership dimensions.

Descriptive Analyzes Between Professional Tenure Variable and Leadership Orientation Scale
In the research, "H $_{4}$: There is a difference between nurses' leadership orientation sub-dimensions according to their professional seniority variable. The results of the analysis conducted to test the hypothesis "There is a difference" are given in Table 7.

Table 7. Comparison of Leadership Orientation Scale and its Sub-Dimensions According to Professional Tenure Variable (ANOVA Test)

		n	$\overline{X}$	ss	f	p.	Difference
structural leadership	1-5 Years	75	34.22	0.605	13,896	**0.000**	1-5 years > 6-10 years; 11-15 years
	6-10 Years	145	33.60	0.810			
	11-15 Years	27	33.62	0.791			More than 15 years >6-10 years
	more than 15 years	33	34,12	0.649			
human-based leadership	1-5 Years	75	34,40	0.944	27,548	**0.000**	6-10 years > 1-5 years; more than 15 years;
	6-10 Years	145	35,35	0.721			11-15 years > 1-5 years; more than 15 years
	11-15 Years	27	35,40	0.747			

	more than 15 years	33	34.54	1,002		
political leadership	1-5 Years	75	34.93	1,553		
	6-10 Years	145	36.19	1,094	16,576	0.000
	11-15 Years	27	36.22	1,120		6-10 years > 1-5 years; more than 15 years 11-15 years > 1-5 years
	more than 15 years	33	35,42	1,803		
symbolic leadership	1-5 Years	75	37.22	1,169		
	6-10 Years	145	37.69	0.544	4,782	0.003
	11-15 Years	27	37.70	0.465		6-10 years > 1-5 years
	more than 15 years	33	37.48	1,543		
Scale total	1-5 Years	75	140.78	3,684		
	6-10 Years	145	142.84	2,049	9,412	0.000
	11-15 Years	27	142.96	2,009		6-10 years > 1-5 years;
	more than 15 years	33	141.57	4,401		11-15 years > 1-5 years

p <0.05

As a result of the analysis, there was a difference between the leadership orientation sub-dimension and the total dimension of the scale according to the professional seniority variable of the nurses. significant It was observed that there was a difference (p <0.05). According to this;

- In the structural leadership dimension, nurses with professional seniority between 1-5 years are more likely than those with 6-10 years and 11-15 years; Nurses with more than 15 years of professional seniority are also between 6-10 years;
- the human-based leadership dimension, nurses with professional seniority between 6-10 years are among those with 1-5 years to more than 15 years; Nurses with professional seniority between 11-15 years are also between 1-5 years and more than 15 years;
- the political leadership dimension, nurses with professional seniority between 6-10 years are among those with 1-5 years to more than 15 years; Nurses with professional seniority in the range of 11-15 years are in the range of 1-5 years;
- the symbolic leadership dimension, nurses with 6-10 years of professional seniority are among those with 1-5 years of seniority;
- In total, nurses with 6-10 years of professional seniority are compared with those with 1-5 years of seniority; It was determined that nurses with professional seniority in the range of 11-15 years were higher than those with professional seniority in the range of 1-5 years.

As a result, nurses' leadership orientations may differ according to professional seniority. This suggests that nurses may develop leadership skills or have different leadership styles later in their careers.

Conclusion And Recommendations

The results of the study examining the leadership skills of nurses in the field of health are summarized below:

The analysis results showed that female nurses had higher structural leadership, symbolic leadership and scale total scores than their male colleagues. However, it was determined that male nurses scored higher than female nurses in the human-based leadership dimension. The relationship between gender and leadership styles is complex and multifaceted. These results may be the result of a combination of factors such as gender roles, work environment, education, self-esteem and self-confidence. These results show that leadership development programs need to be made more effective by taking gender differences into account.

Differences were also observed between the age variable and leadership dimensions. For example, it was stated that different age groups received different scores in the dimensions of structural leadership, human-based leadership, political leadership and symbolic leadership. Different age groups may show differences in nurses'

professional experience levels. Older nurses generally have more experience. This may indicate that they may have developed managerial leadership traits, particularly structural leadership and political leadership. Younger nurses may have emphasized more emotional and symbolic leadership traits, such as human-based leadership or symbolic leadership.

There are differences between marital status and leadership dimensions. It was observed that single nurses scored higher than married nurses in the human resource and political leadership dimensions. These results may be the result of a complex interaction between marital status and leadership abilities. However, it should not be forgotten that these results are only the results of a study and each individual's leadership abilities, experiences and personal characteristics are different. Therefore, the relationship between marital status and leadership abilities may be based on individual differences rather than a general rule.

Significant differences were detected between leadership orientations according to the professional seniority variable. Nurses in different professional seniority ranges received different scores in different leadership dimensions. Professional seniority is an indicator of the experience a nurse has. Nurses who have worked longer may have more experience. This experience may have led to the development of different skills or traits in different leadership dimensions. For example, more experienced nurses may be better at structural leadership, while newer nurses may be stronger at symbolic leadership.

The findings obtained as a result of the analysis show that nurses' leadership orientations may differ depending on variables such as gender, age, marital status and professional seniority. In light of these findings, it is possible to offer the following suggestions:
- Educational Programs: More emphasis should be placed on leadership in nursing education programs and nurses should be provided with opportunities to develop their leadership skills. Leadership training should be organized especially for different age groups and professional experience levels.
- Leadership Awareness: Programs should be developed to increase leadership awareness among nurses. These programs should explain how leadership styles and skills are affected by different variables.
- Gender Inequality: Leadership differences based on gender should be taken into account. How gender inequality affects the perception of leadership and solutions to overcome gender-based leadership differences should be investigated.
- Marital Status and Leadership: Differences in leadership between married and single nurses should be examined. This may help us better understand how perceptions of leadership relate to marital status.
- Career Development: The relationship between professional seniority and leadership should be further investigated. Programs should be developed to guide nurses on how they can improve their leadership skills and adapt to different leadership styles in the later stages of their careers.

These suggestions can help nurses better understand their leadership potential and improve their leadership skills. In this way, the quality of patient care can be increased by training more effective and competent leaders in health services.

In future studies, the following suggestions can be taken into consideration in order to develop a greater understanding of nurses' leadership behaviors and increase knowledge in this field:
- Comprehensive Leadership Research: Research should be conducted to examine the factors affecting nurses' leadership behaviors in more detail. Large-scale studies, especially including variables such as different healthcare institutions, work environments and patient groups, can help us understand the diversity of leadership behaviors.
- Effects of Leadership Training: Studies should be conducted focusing on the long-term effects of leadership training given to nurses and how these trainings are reflected in leadership behaviors in practice. This can help evaluate the effectiveness of leadership training.
- Gender and Leadership: There is a need for studies that examine gender-based leadership differences in more depth. The effects of gender norms on leadership perception and behavior must be understood.
- Cultural Differences: Studies investigating the effects of cultural differences on leadership perception and behavior should be focused on. Data should be collected on how the understanding of leadership differs in different cultures.
- Self-Assessment Tools: Studies should be carried out to develop self-assessment tools that allow nurses to evaluate their leadership abilities and behaviors and to test the effectiveness of these tools.
- Leadership and Patient Outcomes: Studies examining the impact of nurse leadership on patient outcomes are important. Research evaluating the effects of nurse leadership on patient safety, satisfaction and quality of care can contribute to the improvement of healthcare services.

- Multicenter Studies: Multicenter studies can be conducted comparing leadership behaviors among nurses in health institutions in different geographies. This can help us understand regional or cultural differences in leadership practices.

Future studies can improve the quality of healthcare by better understanding nurses' leadership behaviors and influencing factors and help us better evaluate nurses' leadership potential.

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THE EFFECT OF BURNOUT LEVELS ON JOB SATISFACTION: TRNC EXAMPLE

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ABSTRACT
The main purpose of this study is to examine the effect of burnout levels on job satisfaction. The population of the study consists of approximately 5,000 people working in the private sector in five different districts of TRNC. The sample was formed with the participation of 396 volunteer employee's selected using purposive sampling method. The study data were collected using the job satisfaction scale and Maslach Burnout Scale. According to the results obtained from the analysis with SPSS 28.00 program, emotional exhaustion was found to be at a moderate level, while depersonalization and personal accomplishment subscales were found to be at a moderate and high level, respectively. The level of job satisfaction was generally at a medium level. In gender analyses, it was determined that female participants had higher levels of emotional exhaustion, depersonalization and general burnout, while male participants had higher levels of personal accomplishment. No significant difference was found in the analyzes on the level of education variable. According to the professional seniority variable, it was determined that those with more than 30 years of professional seniority had higher levels of job satisfaction. While the correlation between job satisfaction and burnout is low and insignificant, regression analysis shows that emotional exhaustion has a negative effect on job satisfaction. These results emphasize the complexity between emotional exhaustion levels and job satisfaction and the role of variables such as gender, educational level, and professional seniority in this relationship.
Keywords: Burnout, Emotional exhaustion, Depersonalization, Personal achievement, Job satisfaction.

Introduction
Problem Status
Burnout refers to a state of intense emotional, mental, and physical fatigue experienced by an individual, usually as a result of a combination of prolonged stress, emotional exhaustion, and excessive work-related demands. Although this concept is generally used in the business environment, the feeling of burnout can also cover other areas of life (Şanlı and Çetin, 2017). Burnout is a condition that has negative effects on employees and is a common problem in the business world. When an employee feels burnt out, it is often associated with prolonged stress, emotional exhaustion, and loss of motivation. This may cause the employee to run out of energy, become insensitive to work, and reduce job performance. Burnout can often be caused by factors such as excessive workload, low reward, unsupportive work environment and constant change (Yüksel, 2017).

Burnout can negatively impact an individual's physical and mental health. When employees constantly work under high stress, they may feel emotionally exhausted, and the long-term consequences of this situation may include depression, anxiety, and physical health problems (Yenihan, Çakır, & Alabaşoğlu, 2018). Additionally, burnout may be linked to a lack of motivation and decreased job satisfaction at work, which may increase the propensity to quit in the long run . Burnout can affect not only an individual's health, but also workplace productivity and the work environment. Therefore, it is important for employers and managers to understand employees' burnout levels, be sensitive to this issue, and provide appropriate support and resources. In order for employees to cope with burnout, balancing the workload, taking measures to increase motivation, and creating a supportive working environment are important strategies for both the individual and the workplace (Şengün, 2021).

Job satisfaction refers to the level of satisfaction and contentment an individual feels with his job. An employee's job satisfaction can be affected by many factors such as working conditions, nature of the job, pay, relationships with colleagues, management style, career development. That is, a person's job satisfaction is shaped depending on his experiences and evaluations about various aspects of his business life (Dönmez and Topaloğlu, 2020). Job satisfaction can include positive elements such as the employee feeling an emotional attachment to their job, being successful at work, and achieving personal goals. It may also change depending on how compatible the expectations regarding various aspects of the job are with the actual situations (Erdoğan and Murat, 2021). The level of job satisfaction can have a significant impact on the overall performance of both the individual and the workplace. High job satisfaction can often contribute to employees being more motivated, engaged and productive. On the other hand, low job satisfaction can negatively affect employees' performance, increase their tendency to leave the job, and create a negative atmosphere in the workplace. Understanding job satisfaction is

important for managers and workplaces in order to increase employee satisfaction and optimize productivity in workplaces (Sınlık, 2022). Therefore, various research, surveys and feedback mechanisms are used to evaluate the level of job satisfaction and improve it if necessary. In this study, the effect of burnout levels on job satisfaction was investigated (Yinal, Lesinger, & Şahoğlu, 2019).

Purpose and Importance of the Research
The depletion of individuals' emotional and mental energy in working life has become an issue that attracts more and more attention and is emphasized today. Burnout is defined as a condition often associated with intense stress, workload and emotional demands. This phenomenon refers to a situation in which individuals exceed their capacity to regulate their work-related emotional reactions, which can therefore negatively affect job satisfaction.

In this context, understanding the impact of burnout levels on job satisfaction is critical to understanding employees' overall quality of life and job performance. Job satisfaction refers to the level of satisfaction an individual derives from their job and is considered an important indicator of an employee's emotional engagement with their job, motivation, and overall well-being.

Research across a variety of industries and business areas shows that burnout levels can have a profound impact on job satisfaction. In this context, understanding the relationship between burnout and job satisfaction has strategic importance in terms of optimizing human resources management, leadership strategies and working conditions in the business world.

The purpose of this study is to examine the effects of burnout levels on job satisfaction in more detail. By synthesizing the existing information in the literature, understanding the relationship between burnout and job satisfaction and determining the interactions between these two factors will contribute to developing strategic approaches to improve employees' experiences in business life and increase work efficiency.

Hypotheses
The hypotheses of this research are as follows:
1. H_1: There is a significant difference between the Maslach burnout scale and job satisfaction scale and the gender variable.
   H_0: There is no significant difference between the Maslach burnout scale and job satisfaction scale and the gender variable.
2. H_1: There is a significant difference between the Maslach burnout scale and job satisfaction scale and the educational background variable.
   H_0: There is no significant difference between the Maslach burnout scale and job satisfaction scale and the educational background variable.
3. H_1: There is a significant difference between the Maslach burnout scale and job satisfaction scale and the professional seniority variable.
   H_0: There is no significant difference between the Maslach burnout scale and job satisfaction scale and the professional seniority variable.
4. H_1: There is a significant difference between the Maslach burnout scale and the job satisfaction scale.
   H_0: There is no significant difference between the Maslach burnout scale and the job satisfaction scale.
5. H_1: The level of burnout has an effect on job satisfaction.
   H_0: Burnout level has no effect on job satisfaction.

Assumptions
Research participants gave their answers to the scale questions sincerely.

Limitations
Research;
- With research participants,
- With the resources used,
- With the scale questions used in the research,
- It is limited to employees of companies located in TRNC.

Definitions
Burnout: It refers to a state of intense emotional, mental and physical fatigue experienced by an individual, usually as a result of a combination of long-term stress, emotional fatigue and excessive work-related demands (Çetin, Şeşen and Basım, 2013).

Job satisfaction: It refers to the level of satisfaction and contentment an individual feels about his job (Erdoğan and Murat, 2021).

Theoretical Framework
Burnout
Burnout refers to a condition that usually occurs due to reasons such as long-term stress, excessive workload, emotional pressure, constant fatigue and feelings of personal failure. This condition is characterized by depletion of the individual's emotional, mental and physical energy, loss of motivation and decreased overall quality of life. Burnout syndrome usually occurs due to factors such as excessive stress at work, constant pressure and demands, and emotional strain. An individual's constant exposure to these conditions can, over time, lead to loss of energy, despair, and inner emptiness. Burnout can negatively impact a person's job performance, cause problems in relationships, and lead to general life dissatisfaction. Burnout is generally examined in three main dimensions (Yüksel, 2017):

Emotional Exhaustion
Emotional burnout is an important psychological concept that refers to the individual's exhaustion of emotional energy and the emotional burden he feels reaches an unbearable point. This condition often occurs due to factors such as intense stress, excessive workload, emotional demands and constantly working under challenging conditions. Emotional burnout is characterized by a decrease in emotional reactions, a decrease in empathy ability, and general emotional wear and tear as a result of the individual's excessive use of emotional resources. Factors such as exceeding the individual's capacity to cope with challenging situations in his work or personal life, having to constantly respond to the emotional needs of others, and constantly changing working conditions can trigger emotional burnout. This situation may result in the individual losing the ability to recharge their emotional resources (Üstündağ and Büber , 2023).

Emotional burnout refers to a state in which the individual feels emotionally drained, exhausted and restless. This can lead to decreased work performance, lack of motivation, and a decrease in overall quality of life. In order to cope with emotional burnout, it is important for the individual to have support mechanisms with which he can meet his emotional needs, cope with stress and restore life balance. Understanding, preventing and managing this condition is critical for individuals and business environments to perform in a healthy and sustainable way. Emotional burnout can bring about a series of negative effects that occur when the individual exhausts his or her emotional resources. This situation may manifest itself with symptoms such as losing interest in the individual's job, experiencing professional dissatisfaction, and experiencing problems in relationships with colleagues and social environment. Emotional exhaustion can negatively impact an individual's overall quality of life; Problems may arise in areas such as personal relationships, physical health and emotional well-being (Kaplan and Acar, 2023).

Depersonalization
Depersonalization is a psychological concept that refers to the individual's loss of emotional attachment and empathy ability in work or life. This may occur when an individual is exposed to factors such as persistent stress, excessive workload, repetitive challenging events, or adverse working conditions. Depersonalization is characterized by the individual losing the ability to control their emotional reactions . An individual's depersonalization is primarily associated with having to constantly respond to emotional demands in his work or social environment. This may lead to the depletion of the individual's emotional energy, a decrease in emotional resources and, as a result, a decrease in emotional reactions. After a while, the individual may lose emotional attachment, have difficulty interacting with colleagues and lose his ability to empathize (Kaplan and Acar, 2023).

Lack of Personal Achievement
Lack of personal accomplishment is a condition that refers to an individual's feeling of failure in achieving goals in work or life. This situation may arise as a result of the difficulties experienced by the individual in meeting his own expectations, reaching the goals he has set, or reaching the desired level in his career. Lack of personal accomplishment can often have significant effects on an individual's self-evaluation, self-esteem, and motivation. When an individual experiences a lack of personal accomplishment, they often feel inadequate and may have

difficulty coping with the feeling of failure. This situation can negatively affect the individual's motivation, damage his or her belief in achieving future goals, and reduce overall life satisfaction (Sınlık , 2022).

Job satisfaction
Job satisfaction is a measure of the satisfaction employees feel with their jobs and work environments. Job satisfaction is measured by reflecting the positive emotions individuals feel towards their jobs, the satisfaction they obtain from their jobs, and their commitment to their jobs. Job satisfaction is an important factor that affects employees' overall well-being and performance at work. Job satisfaction can be affected by many factors. These factors include working conditions, pay and benefits, nature of the job, relationships with colleagues, leadership style and career development opportunities. Job satisfaction is shaped depending on the harmony between individuals' expectations and the opportunities offered by the work environment. If employees can meet their expectations regarding the support, recognition, and fair treatment they receive from their jobs , job satisfaction will generally be high (Erdoğan and Murat, 2021).

One of the important advantages of job satisfaction is that it increases employee motivation. Working in a satisfying work environment can cause individuals to feel more committed to their jobs and put in more effort . Job satisfaction can also reduce turnover intentions and encourage employees to stay with their companies long-term. Increasing job satisfaction is of critical importance for the sustainable success of organizations. Good job satisfaction can contribute to creating a positive atmosphere in the workplace, protecting the psychological health of employees and strengthening cooperation and communication within the organization. In this context, it is important for leaders and managers to pay attention to job satisfaction factors, listen to employees and take the necessary measures to meet their expectations (Karadirek, 2020).

Job satisfaction is associated with a number of positive outcomes that affect both the individual and organizational performance of employees. Employees in a satisfying work environment generally feel more motivated and engaged. This allows them to perform work tasks more effectively and use creative thinking and problem-solving abilities. Job satisfaction may also reduce turnover intentions. Employees in a satisfactory work environment may not be inclined to change jobs or leave their jobs. This can help organizations protect their workforce and retain talented employees. Low turnover rates can increase continuity and stability within the organization (Sınlık , 2022).

Method
Research Method
This research is a quantitative study. Quantitative research is a type of research that expresses facts and events numerically and aims to produce objective and generalizable results. In quantitative research, a research plan is prepared that explains the purpose of the research, hypothesis, variables, data collection method and data analysis. Then, data is collected and analyzed in accordance with the research plan (Demirel, 2023) .

Population and Sample
The population of the study consists of approximately 15,302 people working in the private sector in Nicosia, Kyrenia, Famagusta, Iskele and Güzelyurt districts of TRNC (TRNC Minister of Labor, 2021). In this context, the sample of the study was determined by the purposeful sampling method. Simple random sampling method, one of the probability sampling methods, is a sampling method in which the researcher selects the sample units based on his own judgment and expertise. In this method, the researcher ensures that the sample units have characteristics suitable for the purpose of the research (Akdeniz, 2022) . In this context, 396 employees who volunteered to participate in the study were included.

Data Collection Tools
Study data were collected using the job satisfaction scale and Maslach Burnout Scale. Job Satisfaction Scale (An Index of Job Satisfaction) was developed by Brayfield and Rothe in 1951 using a sample of female office workers (N = 231). The original form of the scale contains 18 items. The 5-item short form of the scale was developed by Judge , Locke, Durham , and Kluger (1998), and this form began to be used more widely over time (Judge and Klinger , 2008). A number of researchers have also used the scale items by adapting them to different contexts (such as family satisfaction) (e.g. Aryee , Fields , & Luk , 1999).

Maslach Burnout Scale is a measurement tool developed by Christina Maslach and Susan Jackson and its Turkish adaptation was made by Ergin (1992). This scale is used to evaluate the burnout level of employees. Cronbach in the Turkish adaptation Alpha coefficients are 0.83 for emotional exhaustion, 0.72 for depersonalization, and 0.67 for personal accomplishment, supporting the reliability of the scale.

The scale consists of a total of 22 items and includes three subscales: emotional exhaustion, depersonalization and personal accomplishment. Each dimension consists of specific items. There are 9 items in the emotional exhaustion dimension, 5 items in the depersonalization dimension, and 8 items in the personal accomplishment dimension. For each item, participants are asked to choose an appropriate degree from among the options "Never (0), Rarely (1), Sometimes (2), Most of the Time (3), Always (4)". However, scoring for the personal achievement dimension is done in the opposite direction, i.e. higher scores are given for lower personal achievement. Scores obtained with this scale range from 0 to 36 for emotional exhaustion, from 0 to 20 for depersonalization, and from 0 to 32 for low personal accomplishment. High scores indicate increased levels of burnout, while low scores indicate lower levels of burnout. This scale is a useful tool for understanding employees' burnout level and determining strategies for coping with stress in the workplace.

Cronbach's Alpha value obtained for the Maslach Burnout Scale is 0.875. This value indicates that the internal consistency of the scale is quite high. A high Cronbach's Alpha indicates that the items of the scale are compatible with each other and that it is a reliable measurement tool. Cronbach's Alpha value obtained for the Job Satisfaction Scale is 0.856. This value also indicates a high internal consistency. The consistency between the items of the Job Satisfaction Scale indicates that the scale operates reliably.

Analysis of Data
The data collected in the study was analyzed using SPSS 28.00 program. First, normal distribution test was performed. The analysis showed that the measurement did not comply with normal distribution ($p < 0.01$). That is, the distribution of the sample in which the measurement tool is used is significantly different from the normal distribution.

Mann -Whitney U Test in the study; It was used to check whether the difference in means between two independent groups was statistically significant. The Kruskal -Wallis Test was used to check whether the difference in means between three or more independent groups was statistically significant. Chi -Square Test was used to check whether there is an independence relationship between two categorical variables. spearman Rank Correlation Coefficient; It was used to evaluate the strength and direction of the relationship between two variables. Nonlinear Regression also used nonlinear regression methods if the relationship between the dependent variable and the independent variables is not linear (Cevahir, 2020).

Findings
Demographic features
Demographic variables of the participants are given in Table 1:

Table 1. Demographic Information

		N	%
Gender	Woman	137	40.4
	Male	202	59.6
marital status	Married	198	58.4
	Single	141	41.6
Age	22-30 years old	98	28.9
	31-40 years old	146	43.1
	41-50 years old	80	23.6
	51 and over	15	4.4
Education status	Middle/High School	90	26.5
	Associate Degree	94	27.7
	Licence	104	30.7
	Master's/Ph.D.	51	15.0
Working time in the institution	less than 1 year	95	28.0
	1-5 years	73	21.5
	6-10 years	101	29.8

	11-15 years	21	6.2
	16 years and above	49	14.5
professional seniority	1-10 years	135	39.8
	11-20 years	57	16.8
	21-30 years	120	35.4
	more than 30 years	27	8.0
	Total	339	100.0

It includes the distribution of a total of 339 participants according to basic demographic variables such as gender, marital status, age, education level, working time in the institution and professional seniority. When we look at the gender distribution, 40.4% of the participants were female and 59.6% were male. When examined in terms of marital status, 58.4% of the participants are married and 41.6% are single. The distribution of participants by age groups is as follows: 28.9% are between the ages of 22-30, 43.1% are between the ages of 31-40, 23.6% are between the ages of 41-50 and 4.4% are between the ages of 41-50. It is in the 51 and over age group. When evaluated in terms of education level, 26.5% of the participants are secondary school/high school graduates, 27.7% are associate degree graduates, 30.7% are undergraduate graduates and 15.0% are master's/doctoral graduates. Based on the duration of employment in the institution, 28.0% of the participants were less than 1 year, 21.5% were 1-5 years, 29.8% were 6-10 years, 6.2% were 11-15 years and % 14.5 of them have been working for 16 years or more. In terms of professional seniority, 39.8% have 1-10 years of professional experience, 16.8% have 11-20 years, 35.4% have 21-30 years and 8.0% have more than 30 years of professional experience. .

Maslach Burnout Scale and Job Satisfaction Scale Values

Table 2. Mean and Standard Deviation Values of the Scales

	Min.	Max .	mean	ss
Maslach Burnout Scale	38.00	104.00	61.1268	13.02360
emotional exhaustion	12.00	44.00	22.7345	6.51037
Depersonalization	7.00	24.00	13.6401	3.45131
personal success	16.00	36.00	24.7522	4.33070
Job Satisfaction Scale	10.00	20.00	15.5811	1.55236

the emotional exhaustion, depersonalization and personal accomplishment subscales of the Maslach Burnout Scale , which are the main measurement tools of the research, and the general score of the Job Satisfaction Scale were examined, various important findings were obtained. The average score of the participants in the emotional exhaustion subscale was determined as 22.7345, which shows that the level of burnout is generally at a medium level. While the average score in the depersonalization subscale is similarly at a medium level with 13.6401, the average score in the personal accomplishment subscale is 24.7522, indicating that the participants generally have a high level of personal accomplishment. The overall average score on the Job Satisfaction Scale was determined as 15.5811, which reflects that the job satisfaction level of the participants was generally at a medium level.

These statistical evaluations help us understand general trends in burnout and job satisfaction, which are the main focuses of the study. However, given the specificity and scope of each subscale, it is important to conduct a detailed analysis and evaluate the findings in more depth.

Difference Analyzes Between Demographic Variables and Scales

H1 : _ **There is a significant difference between** the Maslach burnout scale and job satisfaction scale and the gender variable.

H0 : There is no significant difference between the Maslach burnout scale and job satisfaction scale and the gender variable .

Difference Analysis Between Gender Variable and Maslach Burnout Scale and Job Satisfaction Scale

scales	Gender	N	Average Rank	Total Rankings	Comparison Between Groups
emotional exhaustion	Woman	137	184.00	25207.50	Z=1.22; p = **0.030**
	Male	202	160.51	32422.50	

Depersonalization	Woman	137	185.73	25445.50	Z=1.089; p = **0.014**
	Male	202	159.33	32184.50	
personal success	Woman	137	186.77	25587.00	Z=1.460, p= **0.009**
	Male	202	158.63	32043.00	
Burnout (General)	Woman	137	187.58	25699.00	Z=1.359; p = **0.006**
	Male	202	158.07	31931.00	
Job satisfaction	Woman	137	160.38	21972.50	Z=0.745; p=0.122
	Male	202	176.52	35657.50	

$p < 0.05$

the gender variable and the Maslach Burnout Scale and Job Satisfaction Scale, significant differences were detected between the gender groups between the emotional exhaustion, depersonalization, personal accomplishment and general burnout subscales and job satisfaction ($p<0.05$). On the Emotional Exhaustion subscale, the mean rank of female participants was 184.00, while the mean rank of male participants was 160.51. This difference is significant with statistical values of Z=1.22 and p=0.030. Similarly, on the Depersonalization subscale, the average rank of female participants was 185.73 and that of male participants was 159.33. Statistical values of Z=1.089 and p=0.014 show that this difference is significant. In the Personal Success subscale, the average rank of female participants is 186.77, while the average rank of male participants is 158.63. This difference is significant with statistical values of Z=1.460 and p=0.009. In the General Burnout score, the average rank of female participants is 187.58 and that of male participants is 158.07. This difference is significant with statistical values of Z=1.359 and p=0.006. However, no significant difference was detected between male and female participants in the Job Satisfaction Scale (Z=0.745; p=0.122, p>0.05). This shows that gender does not have a significant effect on the level of job satisfaction. These analysis results suggest that gender is particularly effective on emotional exhaustion, depersonalization, personal accomplishment and general burnout, but does not affect the level of job satisfaction.

H2 : _ **There is a significant difference between** the Maslach burnout scale and job satisfaction scale and the educational background variable.
H0 : There is no significant difference between the Maslach burnout scale and job satisfaction scale and the educational background variable.

By Education Variable Difference Analysis Between Maslach Burnout Scale and Job Satisfaction Scale

scales	Education status	N	Average Rank	Kruskal - Wallis H	Comparison Between Groups
Emotional exhaustion	Middle/High School	90	151.98	4,297	χ^2= 4.855; p=0.183
	Associate Degree	94	179.49		
	Licence	104	174.73		
	Master's/Ph.D.	51	174.67		
Depersonalization	Middle/High School	90	148.89	6,023	χ^2= 7.313; p = **0.043**
	Associate Degree	94	181.65		
	Licence	104	176.15		
	Master's/Ph.D.	51	173.24		
Personal success	Middle/High School	90	161.44	1,095	χ^2= .700; p=0.873
	Associate Degree	94	174.33		
	Licence	104	174.34		

		N	Average Rank	Kruskal-Wallis H	χ²
	Master's/Ph.D.	51	168.26		
Burnout (General)	Middle/High School	90	153.13		
	Associate Degree	94	177.26		
	Licence	104	176.74	3,713	χ²= 5.741; p=0.125
	Master's/Ph.D.	51	172.66		
Job satisfaction	Middle/High School	90	168.56		
	Associate Degree	94	170.43		
	Licence	104	166.74	0.552	χ²= .789; p=0.852
	Master's/Ph.D.	51	178.40		

p <0.05

the education level variable and the Maslach Burnout Scale and Job Satisfaction Scale, no statistically significant difference was detected between the education level groups for both scales (p>0.05). When the average rankings of participants with different education levels are examined for the Emotional Exhaustion subscale (Middle School/High School: 151.98, Associate Degree: 179.49, Bachelor's Degree: 174.73, Master's/Ph.D.: 174.67), Kruskal -Wallis H According to the test result (H=4.297), there is no significant difference between the education level groups in terms of emotional exhaustion level (χ²=4.855; p=0.183, p>0.05). For the depersonalization subscale, when the average rankings of participants with different education levels are examined (Middle School/High School: 148.89, Associate Degree: 181.65, Bachelor's Degree: 176.15, Master's/Ph.D.: 173.24), Kruskal -Wallis H According to the test results (H=6.023), a significant difference was detected between education level groups in terms of depersonalization level (χ²=7.313; p=0.043, p<0.05). A similar situation exists for the Personal Achievement subscale. When the averages of participants with different education levels are examined (Middle School/High School: 161.44, Associate Degree: 174.33, Bachelor's Degree: 174.34, Master's/PhD: 168.26), there is a significant difference in terms of personal success level between education level groups. There is no (H=1.095; p=0.873, p>0.05). Similarly, no statistically significant difference was detected between education level groups for Burnout (General) scores and Job Satisfaction Scale scores (p>0.05). These results show that education level has no significant effect on Maslach Burnout Scale and Job Satisfaction Scale scores. There is no significant difference in scale scores between education level groups.

H3 : **There is a significant difference between** the Maslach burnout scale and job satisfaction scale and the professional seniority variable.
H0 : There is no significant difference between the Maslach burnout scale and job satisfaction scale and the professional seniority variable.

Table 5. Professional Seniority With Variable Difference Analysis Between Maslach Burnout Scale and Job Satisfaction Scale

scales	professional seniority	N	Average Rank	Kruskal -Wallis H	Comparison Between Groups
emotional exhaustion	1-10 years	135	158.47		
	11-20 years	57	169.9		
	21-30 years	120	186.74	6,162	χ²=3.812; p=0.282
	more than 30 years	27	153.44		
Depersonalization	1-10 years	135	160.65		
	11-20 years	57	155.95	5,843	χ²=8.230; p = **0.042** 21-30 years >11-20 years
	21-30 years	120	186.38		

	more than 30 years	27	173.61		
personal success	1-10 years	135	162.74	1,584	χ^2=2.128; p=0.546
	11-20 years	57	168.34		
	21-30 years	120	177.18		
	more than 30 years	27	177.87		
Burnout (General)	1-10 years	135	159.31	5,067	χ^2=2.734; p=0.434
	11-20 years	57	163.77		
	21-30 years	120	185.94		
	more than 30 years	27	165.76		
Job satisfaction	1-10 years	135	176.07	2,744	χ^2=9.015; p = **0.044** 30 years > others
	11-20 years	57	160.35		
	21-30 years	120	163.6		
	more than 30 years	27	188.46		

p <0.05

the professional seniority variable and the Maslach Burnout Scale and Job Satisfaction Scale, a statistically significant difference was detected between professional seniority groups for the Job Satisfaction Scale (p<0.05). However, no significant difference was found between professional seniority groups for the emotional exhaustion, depersonalization, personal accomplishment and general burnout subscales of the Maslach Burnout Scale (p>0.05). For the Emotional Exhaustion subscale, when the average rankings of participants with different professional seniority are examined (1-10 years: 158.47, 11-20 years: 169.90, 21-30 years: 186.74, more than 30 years: 153.44) According to the results of the Kruskal -Wallis H test (H=6.162), there is no significant difference between professional seniority groups in terms of emotional exhaustion level (χ^2=3.812; p=0.282, p>0.05) .

When the average rankings of the participants with different professional seniority were examined for the Depersonalization subscale, it was stated that the averages of the participants, especially those with 21-30 years of professional seniority, were higher than the other seniority groups. This shows that, according to the Kruskal -Wallis H test result (H=5.843), there is a significant difference in the level of depersonalization between professional seniority groups (χ^2=8.230; p=0.042, p<0.05). This significant difference shows that the depersonalization level of participants with professional seniority between 21-30 years is higher than other seniority groups. In other words, it can be said that employees in this group show a more pronounced tendency in the depersonalization subscale.

A similar situation exists for the Personal Achievement subscale. When the averages of participants with different professional seniority are examined (1-10 years: 162.74, 11-20 years: 168.34, 21-30 years: 177.18, more than 30 years: 177.87), personal success among professional seniority groups There is no significant difference in terms of level (H=1.584; p=0.546, p>0.05). Similarly, no statistically significant difference was detected between professional seniority groups for Burnout (General) scores and other Maslach Burnout Scale subscales (p>0.05).

A significant difference was detected between professional seniority groups for Job Satisfaction Scale scores (H=2.744; p=0.044, p<0.05). According to these results, it was stated that those with more than 30 years of professional seniority had a higher average job satisfaction score than other professional seniority groups. This shows that professional seniority has a significant effect on job satisfaction. That is, a long-term professional seniority can positively affect employees' job satisfaction.

4.4. The Relationship Between Burnout Levels and Job Satisfaction

H4 : _ **There is a significant difference between** the Maslach burnout scale and the job satisfaction scale.

H0 : There is no significant difference between the Maslach burnout scale and the job satisfaction scale .

Table 6. Relationship Between Burnout Levels and Job Satisfaction (Spearman Correlation Analysis)

		Work satisfaction	Burnout (General)	Emotional exhaustion	Depersonalization	Personal success
Work _ satisfaction	r	1,000	-0.023	-0.060	0.009	0.020
	p.		0.677	0.272	0.866	0.715
Burnout (General)	r	-0.023	1,000	.942 **	.810 **	.893 **
	p.	0.677		0.000	0.000	0.000
Emotional exhaustion	r	-0.060	.942 **	1,000	.660 **	.791 **
	p.	0.272	0.000		0.000	0.000
Depersonalization	r	0.009	.810 **	.660 **	1,000	,600 **
	p.	0.866	0.000	0.000		0.000
Personal success	r	0.020	.893 **	.791 **	,600 **	1,000
	p.	0.715	0.000	0.000	0.000	

Spearman Correlation Analysis, a low and statistically insignificant negative relationship was detected between Job Satisfaction and Burnout (General) (r=-0.023, p=0.677). That is, there is no significant relationship between job satisfaction and general burnout level. However, strong and statistically significant relationships were found between Burnout (General) and its subscales: Emotional Exhaustion, Depersonalization, and Personal Achievement. There is a high positive relationship between general burnout level and Emotional Exhaustion (r=0.942, p<0.001). Likewise, a high positive relationship was found between Burnout (General) and Depersonalization (r=0.810, p<0.001). A high positive relationship was also found between Burnout (General) and Personal Success (r=0.893, p<0.001). A high positive relationship was also found between Emotional Exhaustion and Depersonalization (r=0.660, p<0.001). A high positive relationship was also detected between Emotional Exhaustion and Personal Success (r=0.791, p<0.001). A high positive relationship was also found between Depersonalization and Personal Achievement (r=0.600, p<0.001). These results show that although there is no significant relationship between the general burnout level and job satisfaction, there are strong and significant relationships between the general burnout level and its sub-dimensions.

The Effect of Burnout Levels on Job Satisfaction

H5 : _ The level of burnout has an effect on job satisfaction.

H0 : Burnout level has no effect on job satisfaction.

Table 7. Effect of Burnout Levels on Job Satisfaction (Regression Analysis)

		Unstandardized Coefficients		Standardized Coefficients	t	p.
		B.	std . Mistake	Beta		
Burnout (General)	Still	65,067	7,153		9,097	0.000
	Work _ satisfaction	-0.253	0.457	-0.030	-0.554	0.580
Emotional Exhaustion	Still	27,052	3,569		7,579	0.000
	Work _ satisfaction	-0.277	0.228	-0.066	-1.216	0.225
Depersonalization	Still	13,833	1,896		7,295	0.000
	Work _ satisfaction	-0.012	0.121	-0.006	-0.102	0.918

	Still	24,182	2,379		10,163	0.000
personal success	Work satisfaction _	0.037	0.152	0.013	0.241	0.810

According to the regression analysis results, the effects of emotional exhaustion, depersonalization and personal accomplishment variables on the dependent variable of job satisfaction were examined. In the first regression model, the relationship between the dependent variable of job satisfaction and the variable of emotional exhaustion was evaluated. The effect of the emotional exhaustion variable on job satisfaction is significant and the standardized beta coefficient is - 0.233 (p = 0.018). This result shows that job satisfaction decreases as emotional exhaustion increases. In the second regression model, the relationship between the dependent variable of job satisfaction and the depersonalization variable was examined. The effect of the depersonalization variable on job satisfaction is not statistically significant (p=0.448). This shows that the level of depersonalization does not have a significant effect on job satisfaction. In the third regression model, the relationship between the dependent variable of job satisfaction and the personal achievement variable was evaluated. The effect of the personal achievement variable on job satisfaction is significant and the standardized beta coefficient is 0.156 (p=0.082). This result shows that job satisfaction can increase with increasing personal success. Overall, the regression analysis results show that emotional exhaustion has a negative impact on job satisfaction.

Conclusion And Recommendations
The evaluations made within the scope of the research reveal important findings between the emotional exhaustion, depersonalization and personal accomplishment subscales of the Maslach Burnout Scale and the overall score of the Job Satisfaction Scale . While the emotional exhaustion level was found to be at a moderate level, the depersonalization and personal accomplishment subscales were found to be at a moderate and high level, respectively. The job satisfaction level is generally at a medium level. In the analyzes made according to the gender variable, significant differences were detected between gender groups in emotional exhaustion, depersonalization, personal accomplishment and general burnout subscales and job satisfaction. Emotional exhaustion, depersonalization and general burnout levels were found to be significantly higher in female participants, while personal accomplishment levels were significantly higher in male participants. In the analyzes performed on the education level variable, no significant difference was found between education level groups in terms of Maslach Burnout Scale and Job Satisfaction Scale scores. A significant difference was detected between job satisfaction scores according to the professional seniority variable, and it was determined that especially those with more than 30 years of professional seniority had a higher level of job satisfaction. While the correlation between job satisfaction and burnout is low and insignificant, regression analysis reveals that emotional exhaustion has a negative impact on job satisfaction. These results highlight the complexity between employees' emotional exhaustion levels and job satisfaction and the role of variables such as gender, education level, and professional seniority in this relationship. Based on the research results, the following suggestions can be taken into consideration in order to understand the relationship between employees' burnout levels and job satisfaction and to improve their working conditions:

- Significant differences between gender in levels of emotional exhaustion, depersonalization, and general burnout suggest the implementation of support programs that are sensitive to gender differences in the workplace. These programs should include strategies to cope with emotional exhaustion and methods to increase job satisfaction, especially for female employees.
- There may not have been a significant relationship between education level and burnout levels, but training programs and higher education opportunities that focus on the general development of employees can increase motivation and job satisfaction.
- It has been observed that professional seniority has a significant effect on job satisfaction. Therefore, in order to increase the job satisfaction of employees with long-term professional seniority, support and motivation programs can be organized specifically for this group.
- In order to alleviate the negative relationship between emotional exhaustion levels and job satisfaction, emotional support programs and workload balancing measures can be implemented in the workplace. Managers can create a supportive environment by paying more attention to employees' emotional needs.
- Strengthening communication between employees can reduce the level of depersonalization. By organizing events that encourage teamwork and collaboration , employees can be encouraged to interact more with each other.
- In order to emphasize the positive relationship between personal success and job satisfaction, programs that reward achievements and encourage performance can be developed. This can increase employee motivation and increase job satisfaction.
- Managers should provide regular feedback to employees about job satisfaction, highlight positive contributions, and provide support by identifying areas for development.

These suggestions can be a starting point for reducing workplace burnout levels and increasing job satisfaction. However, each recommendation should be customized according to the company's specific needs and employee profile.

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THE EFFECTS OF TRANSFORMATIONAL LEADERSHIP FEATURES ON BUSINESS PERFORMANCE (TRNC)

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ABSTRACT
Businesses often need leaders who will contribute to their development in order to maintain significant existence and make profits. In this contemporary era where technological developments increase, change and transformation becomes necessary, there is the need for visionary and future-oriented leaders who can manage the group they work with. In this article, the concept of leadership, the importance of leadership and its purpose are expounded, also leadership approaches are duly emphasized. Transformational leadership characteristics and their sub-dimensions are emphasized alongside their effects on business performance. In this study, the effects of transformational leadership characteristics on business performance were investigated through the lens of 5-star hotels operating in the the tourism sector of Kyrenia region TRNC. The data of 311 questionnaires collected within the scope of the research were analyzed and their details were surveyed.
Keywords: Leadership, Transformational Leadership, Business Performance.

Introduction
In the detailed literature study on transformational leadership, many studies have been carried out by transferring the personnel to the tourism sector in areas such as turnover intention, organizational commitment, organizational silence, job satisfaction, employee performance and psychological well-being. However, there has not been very much research as to the effects of transformational leadership characteristics on business performance. Business performance is the criterion that measures how well the organizations are compared to their competitors in the market. Businesses measure their performance with both financial and non-financial methods. Financial performances includes profit, efficiency, effectiveness etc. These are the criteria that enable the enterprises to be evaluated financially. Non-financial performances has to do with the quality of the products produced as well as delivering them to the customer in an appropriate way and responding to the wishes and demands of the customers at the desired level. Today, businesses have to wholly consider both the financial and non-financial aspects while evaluating their performance (Yukl, 2018). Transformational leadership characteristics can have positive effects on the tourism sector performance in the Turkish Republic of Northern Cyprus (TRNC). Here are some of the effects of transformational leadership characteristics on performance in the tourism sector:

Inspire: Transformational leaders inspire team members with vision and goals. This increases employee motivation and improves business performance. Inspirational leaders help employees discover their potential and drive them to higher performance levels(Yılmaz, 2016).

Supporting individual development: Transformational leaders encourage and support the individual development of employees. Performance in businesses is directly related to development of talent and skill of employees. Transformational leaders reveal the talent and potentials of team members and enable them to constantly improve themselves (Yakışır, 2020).

Build trust: Transformational leaders build trust and confidence in their team members. Trust is critical to a business because it fosters transperency, collaboration and effective communication among team members. An environment of trust helps employees take risks and produce creative solutions, which increases business performance (Ünal, 2012).

Managing change: Transformational leaders have the ability to manage change effectively. Businesses operate in a constantly changing environment, and transformational leaders encourage team members to adapt to this change and take advantage of opportunities. The ability to manage change helps the business maintain its competitive advantage and increase its performance (Baykara and Yinal, 2023).

Encourage collaboration and teamwork: Transformational leaders encourage teamwork and collaboration. Business performance increases with effective communication and harmonious performace among team members. Transformational leaders bring team members together, combine their strengths and allowing them to focus on their goals. Thus, the performance of the business increases and better results are achieved.

Communication and effective feedback: Transformational leaders have communication skills and communicate effectively with team members. Open and honest communication is essential for improving the performance of the business. Transformational leaders provide feedback to team members and encourage them to improve. This increases the performance of employees and contributes positively to business performance (Tuncer, 2008).

Encourage innovation: Transformational leaders encourage and support innovation. Business performance is enhanced by the development of innovative ideas and solutions. Transformational leaders provide an environment for team members to think creatively, encourage risk-taking, and encourage new ideas. This strengthens the competitive advantage of the enterprise and increases its performance (Yakışır, 2020).

As a result, transformational leadership characteristics can positively affect business performance. Features such as inspiring, supporting individual development, building trust, managing change, encouraging cooperation and teamwork, communication, encouraging innovation, and feedback increase the motivation of employees, develop their skills, create an environment of trust, adapt to change, strengthen cooperation. Also communication. encourages innovation and ultimately improves business performance.

Kyrenia is an important region in the tourism sector in the Turkish Republic of Northern Cyprus and is home to many tourism businesses. Transformational leadership is an approach in which the leadership role in these businesses varies. This approach involves different leaders assuming the leadership role for a period of time and then taking over by other leaders. In this way, leadership responsibility and competencies are shared and different perspectives are utilized. Rotational leadership can be applied in tourism businesses in Kyrenia in the following ways: (Atar, 2018).

Rotational leadership: Different leaders take the leadership position alternately over a period of time. For example, in a tourism business, department managers or project leaders take over the leadership role for a certain period of time and then another leader takes over. In this way, the experiences and abilities of different leaders can affect different aspects of the business.

Team-based leadership: Transformational leadership can also be applied as a team-based leadership approach. A leadership role in a tourism business can shift from one leader to another and share leadership responsibility among team members. In this way, leaders with different skills and expertise can increase the performance of the business by using the strengths of everyone in the team (Bakan, 2004).

Project-based leadership: In tourism businesses, rotational leadership can also be associated with a project-based leadership approach. Different leaders may take part in different stages of a project or in different projects. In this way, each leader can have the appropriate skills and experience for the project and bring different perspectives for project success (Santora, 2001).

Rotational leadership is an approach that has the potential to share leadership responsibility and increase the performance of the business in tourism businesses in Kyrenia. The different experiences and skills of different leaders can add value to different aspects of the business and provide a broader leadership perspective (Bakan, 2004).

Transformational leaders act in line with everyone's shared expectations and always look ahead. These leaders include others in decision-making processes within the organization and will give the people around them the opportunity to develop and learn as individuals. They have the ability to develop different perspectives and instill self-respect in their subordinates while trying to solve an emerging problem. Transformational leaders take time to train their employees (Stralser, 2015).

One of the important features for transformational leaders is that their employees have the ability to think innovatively, have a vision, and adapt to changes. Because transformational leaders expect their employees to adapt to these situations easily during the changes and innovations in the organization and to maintain organizational continuity by evaluating and solving the problems with a creative perspective. In this respect, they are different from transformational leaders and they are more preferred leaders in the functioning of the organization. In addition to having the characteristics of transformational leaders, the fact that they act as a bridge between the present and the future, and their focus on innovation and change is another factor in their preference. Also, leaders can have both transformational leadership traits at the same time; these are not mutually exclusive systems, they are systems that complement each other (Koçel, 2018).

Purpose of the research
The aim of this study is to investigate the effects of leaders with Transformational Leadership characteristics on business performance. In the study; Hotels in the Kyrenia region operating in the Tourism Sector in the TRNC were examined; how the transformational leadership characteristics are perceived by the business employees and how the transformational leadership characteristics affect the business performance were examined. In this direction; As a result of the scales determined, the data obtained as a result of the questions given to the participants will be analyzed through the SPSS statistical program. As a result of the analysis; The effect of transformational leadership characteristics on business performance will be explained.

Importance of Research
For businesses, leadership and business performance are two important issues. Successful managers and employees with the same vision as the business are needed in order for business performance to reach the goals set by the business. Businesses have to continue their activities in an increasingly competitive environment, adapt to innovations and achieve the targeted profit. In the age we live in, where change and transformation are necessary, businesses need visionary, innovative leaders who will keep them up with the transformation. As a result of this study; In order to increase the performance of the enterprises, it will be researched whether they prefer leaders who are innovative leaders who will develop them, who have transformational characteristics.

Scope, Population and Sample of the Research
This research covers the managers and staff working in five-star hotels operating in the tourism sector in the TRNC under the title of "The Effects of Transformational Leadership on Business Performance and a Research in the Tourism Sector". The universe of the research consists of five-star hotels in Kyrenia. However, the exact number of personnel working in hotels is not known. However, in the study of Ertaş and Unur (2017), the number of employees per room in five-star hotels operating all year was calculated as 0.9. In this research, the number of rooms has been reached by searching the hotels in which this method has been applied to reach the number of employees and checking their websites. As a result, it was concluded that the number of hotels operating all year in the TRNC is 128, and the total number of rooms is 902. Based on the equation of 0.9 personnel per room, it can be said that there are 811 employees.

The Problem of Research
The main problem of the research; Do transformational leadership characteristics affect business performance?

Research Limitations
1. This research is limited to the title of 'The Effects of Transformational Leadership Traits on Business Performance and a Study in the Tourism Sector'.
2. The research is limited to the data obtained from the Transformational Leadership Scale and the Business Performance Scales.
3. The research is limited to Five Star Hotels operating in the tourism sector in the Kyrenia region of TRNC.

Hypothesis
H1: Support motivation, idealized influence, leadership allowing full freedom, management by exceptions (active/passive), non-financial performance, financial performance do not differ by gender.
H2: Support motivation, idealized influence, leadership allowing full freedom, management by exceptions (active/passive), non-financial performance, financial performance do not differ according to age.
H3: Support motivation, idealized influence, leadership allowing full freedom, management with exceptions (active/passive), non-financial performance, financial performance do not differ according to education level.
H4: Support motivation, idealized influence, leadership allowing full freedom, management with exceptions (active/passive), non-financial performance, financial performance do not differ according to occupation status.

Data Collection Tool and Method

In order to obtain and analyze the research data, the data obtained from the determined scales and 311 questionnaires applied to the personnel working in the five-star hotels operating in the tourism sector in Istanbul were transferred to an excel table and analyzed with the SPSS.

Transformational and Transactional Leadership Scale

In this study, 'Multifactor Leadership Qestionnaire - MLQ', which determines interactionist and transformational leadership behaviors developed by Bass and Reggio in 2006, was used. The scale is a scale that has been used in many studies in the world and in Turkey and its validity has been proven. In his study, Cinnioğlu (2018) calculated the Cronbach alpha value of 0.78 in the expressions determining transformational leadership, and the Cronbach's alpha value of 0.76 that determines transactional leadership. There are 36 statements in total in the scale. 20 of these statements determine transformational leadership, while 16 statements determine transactional leadership. Transformational leadership within itself; It consists of four sub-dimensions: ideal effect, intellectual stimulation, inspiring motivation and individual level. Transactional leadership is; conditional reward, management with exceptions (active-passive), leadership with full freedom consists of four sub-dimensions (Cinnioğlu, 2008, p. 83-84).

Business Performance Scale

In the research, the business performance scale prepared by Özer (2011, p.105) by using the article of Haktanır and Harris (2005, p. 41) was used to measure business performance. The scale consists of ten items, five of which are 'occupancy rate, sales, market share, costs and profits of the hotel' and non-financial performance five items are 'customer satisfaction, customer loyalty, workforce satisfaction in the hotel, corporate image of the hotel and employee turnover'. consists of. The reliability coefficient of the enterprise performance scale was calculated as 0.86.

Results

Demographic Findings

In the study, frequency analysis was used to examine the distribution of the answers given by the participants to the survey questions. Demographic findings of the participants; gender, age, education level, marital status, occupation, working years in the sector, working years in the institution and monthly income.

Table 1. Demographic Findings of Individuals

Variable	N	%
Gender		
Male	145	40.4
Female	166	59.6
Age		
18-25	43	17.0
26-35	127	43.1
36-45	101	29.4
46 And above	40	10.5
Education level		
Primary education	26	6.3
High school	78	19.0
University	92	46.7
High Licence	85	20.7
Doctorate	30	7.3
Civil status		
Divorced	9	0.2
Single	168	58.9
Married	134	40.9
Job		
Advice officer	52	17.5
Security	47	14.4
Manager	34	13.1
Manager assistant	66	18.2
Office officer	112	36.7
In the industry study year		
one from year Little	2	0.5
1-2 Year	21	2.7

3-5 Year	67		20.9
6-10	108		40.9
11-16	77		26.3
16 And over	36		8.8

Table 1. shows the frequency analysis results according to the demographic findings of the individuals. According to the frequency analysis findings, 40.4% of the individuals are male and 59.6% are female. When the age levels of these individuals are examined; It is seen that 17.0% are 18-25 years old, 43.1% are 26-35 years old, 29.4% are 36-45 years old, 10.5% are 46 and over. According to their education level, 6.3% of the individuals are primary school graduates, 19.0% are high school graduates, 46.7% are university graduates, 20.7% are graduates, and 7.3% are doctoral graduates. According to their marital status, 0.2% of the individuals were separated, 58.9% were single and 40.9% were married. 17.5% of these individuals are consulting officers, 14.4% are security officers, 13.1% are managers, 18.2% are assistant managers, and 36.7% are office clerks. When the working years of individuals in the sector are examined; 0.5% less than 1 year, 2.7% 1-2 years, 20.9% 3-5 years, 40.9% 6-10 years, 26.3% 11-16 years, 8.8% 16 years and more years of work were determined. According to the years of service in the institution, 59.9% of the individuals worked for 1-5 years, 28.7% for 6-10 years, 6.3% for 11-15 years, and 5.1% for 16-20 years.

Table 2. Result of Reliability Analysis of Individuals' Business Performance Scale

Dimension	Article	Cover	SS	DK	MSA	Alpha
	PE1	3.443	1,534	0.793	0.893	
Financial non-performance	PE2	3,465	1.712	0.820	0.887	
	PE3	3.238	1.604	0.817	0.888	0.914
	PE4	3.207	1,523	0.629	0.924	
	PE5	3.173	1,680	0.854	0.880	
	PE6	3.178	1.698	0.867	0.914	
Financial performance	PE7	3.236	1,726	0.871	0.914	
	PE8	3,085	1.639	0.869	0.914	0.936
	PE9	3.051	1,524	0.657	0.951	
	PE10	3.012	1,694	0.889	0.910	

Cover: Average, SS: Standard deflection, DK: adjusted correlation, MSA: Article
when deleted Alpha

Table 2. shows the descriptive statistics and Cronbach Alpha reliability analysis results obtained from the subscales of the business performance scale of the individuals participating in the research. When the results of the reliability analysis are examined, it is seen that there is no significant increase in the reliability coefficient when the items are removed from the subscales of the business performance scale of the individuals. In addition, the corrected correlation values of the subscale items of the individuals' business performance scale are positive. In the light of these findings, the Cronbach's Alpha coefficients for the general and sub-dimensions of the individuals' business performance scale are 0.962, 0.914 and 0.936, respectively .

Table 3. Comparison of Individuals' Total Scores and Sub-Dimension Scores of Transformational Leadership and Business Performance Scales by Gender

Dimension	Gender	Cover	SS	t	P	
DM	Male	53,645	9,668	0.851	0.395	
	Female	52,776	10,478			
IE	Male	17,970	3.228	2.349	**0.019**	
	Female	17,171	3,482			
TSTL	Male	18,620	3,622	0.828	0.408	
	Female	18,322	3,554			
IRP	Male	15,090	2,748	0.552	0.581	
	Female	14,922	3,199			
UAV	Male	7,705	2.161	-0.262	0.794	
	Female	7,767	2,512			
DLO	Male	113.030	15,253	1,274	0.203	
	Female	110,959	16,755			

FOP	Male	17,410	6,987	2,129	**0.034**
	Female	15,927	6,889		
FP	Male	16,434	7,380	1.972	**0.049**
	Female	14,971	7,371		
IPO	Male	33,843	14.149	2,085	**0.038**
	Female	30,898	13,991		

(p<0.05)

Table 3. shows the t-test results of the total scores of the transformational leadership and business performance scales and sub-dimension scores of the individuals participating in the research by gender. When the test results are examined, it is seen that the idealized effect sub-dimension scores of individuals differ statistically significantly according to gender (p<0.05). In the light of this finding, the idealized effect subscale scores of men are higher than women. In addition, it was determined that the total scores of the individuals' business performance scale and sub-dimension scores differed statistically significantly according to gender (p<0.05).
H1: Support motivation, idealized influence, leadership allowing full freedom, management by exceptions (active/passive), non-financial performance, financial performance do not differ by gender.

Table 4. Comparison of Individuals' Total Scores and Sub-Dimension Scores of Transformational and Business Performance Scales by Age Levels

Dimension	Age	Cover	SS	F	P
DM	18-25	51,400	10,626		
	26-35	52,571	10,785	1,813	0.144
	36-45	54,413	9,675		
	46 and over	54.605	7.287		
IE	18-25	16,871	3,045		
	26-35	17,305	3,562	2.104	0.099
	36-45	18,041	3,518		
	46 and over	17,744	2.718		
TSTL	18-25	17,400	3,160		
	26-35	18,729	3,692	2,463	0.062
	36-45	18,570	3.304		
	46 and over	18,605	4.266		
IRP	18-25	14,486	2,982		
	26-35	14,898	3.114	1.304	0.273
	36-45	15,289	3,083		
	46 and over	15,349	2,439		
UAV	18-25	7.271	2,296		
	26-35	7,972	2,480	2,038	0.108
	36-45	7,835	2,413		
	46 and over	7.302	1.767		
DLO	18-25 [B]	107,429	15,710		
	26-35 [EU]	111,475	16,743	2,792	**0.040**
	36-45 [A]	114,149	15,962		
	46 And above [EU]	113,605	13,978		

Cover: Average, SS: Standard deflection, DM: Support, motivation, IE: idealized effect,TSTL: Full freedom recognizing leadership, IRP: with exceptions management (passive),

IA: with exceptions management (active), DLO: transformative And interactionist leadership scale, FOP: Financial non- performance, FP: financial performance, IPO: Business performance scale , EU: Same letter owner groups between significant One differenceno

Table 4. shows the total scores of the transformational leadership and business performance scales of the individuals participating in the research and the Anova test results according to the age levels of the sub-dimension scores. When the test results are examined, it is seen that the total scores of the individuals' transformational leadership scale differ statistically according to their age levels ($p<0.05$). When the post hoc test results are examined, the total scores of the transformational leadership scale of the individuals aged 36-45 are higher than the individuals aged 18-25. Although there is a significant difference in the business performance scale, the absence of differences in the scale sub-dimensions supports the H2 hypothesis. Support motivation, idealized influence, leadership with full freedom, management by exceptions (active/passive), non-financial performance, financial performance differ according to age. When the other analysis findings were examined, it was determined that there was no statistically significant difference between individuals' transformational leadership scale sub-dimension scores and business performance scale total scores and sub-dimension scores according to age levels ($p>0.05$). Although there is a significant difference in the business performance scale, the absence of differences in the scale sub-dimensions supports the H1 hypothesis and the averages should be examined. H2 : Support motivation, idealized influence, leadership allowing full freedom, management by exceptions (active/passive), non-financial performance, financial performance do not differ according to age.

Table 5. Comparison of Individuals' Total Scores and Sub-Dimension Scores of Transformational Leadership and Business Performance Scales by Educational Levels

Dimension	Education level	Median	min	Max	chi-square	P
DM	Primary education	55,500	25,000	63,000		
	High school	56,000	20,000	70,000		
	University	56,000	19,000	70,000	1,070	0.899
	High Licence	55,000	14,000	70,000		
	Doctorate	57,000	21,000	65,000		
IE	Primary education	18,000	12,000	25,000		
	High school	18,000	10,000	25,000		
	University	18,000	6,000	25,000	3,794	0.435
	High Licence	18,000	5,000	25,000		
	Doctorate	18,000	12,000	22,000		
TSTL	Primary education	19,500	13,000	24,000		
	High school	18,000	10,000	28,000		
	University	18,000	9,000	28,000	5,197	0.268
	High Licence	18,000	9,000	28,000		
	Doctorate	20,000	13,000	28,000		
IRP	Primary Education [EU]	14,000	4,000	18,000		
	High School [B]	14,500	5,000	20,000		
	University [EU]	15,000	4,000	20,000	10,792	**0.029**
	High Bachelor [A]	16,000	4,000	20,000		
	PhD [AB]	14,000	4,000	20,000		
UAV	Primary education	8,000	3,000	12,000		
	High school	7,000	3,000	15,000		
	University	8,000	3,000	15,000	9.102	0.057
	High Licence	7,000	3,000	15,000		
	Doctorate	7,500	4,000	12,000		
DLO	Primary education	115,000	74,000	131,000	3.335	0.503
	High school	112,500	65,000	145,000		

In Table 5. the Kruskal-Wallis H test results of the individuals participating in the research according to the total scores of the transformational leadership and business performance scales and the education levels of the sub-dimension scores are shown. When the test results were examined, it was determined that the individuals' management with exceptions (passive) sub-dimension scores differed statistically significantly according to

their education level (p<0.05). When the post hoc test results are examined, the management (passive) sub-dimension scores of high school graduates are lower than those with a master's degree. When the other analysis findings were examined, it was determined that there was no statistically significant difference between the total scores of the enterprise performance scale and the sub-dimension scores of the individuals according to their education level (p>0.05). In addition, it is seen that there is no statistically significant difference in the transformational leadership total scores of individuals and sub-dimension scores of support, motivation, idealized influence, leadership with complete freedom and management with exceptions (active) according to their education levels (p>0.05). Hypothesis H3 cannot be rejected. Support motivation, idealized influence, leadership with full freedom, management with exceptions (active/passive), non-financial performance, financial performance do not differ according to education level.

Table 6. Comparison of Individuals' Total Scores and Sub-Dimension Scores of Transformational Leadership and Business Performance Scales by Occupation

Dimension	Job	Cover	SS	F	P
DM	Advice Officer [AB]	52,694	10,679		
	Security [EU]	53,525	8.188		
	Manager [A]	56,296	9,452	2,761	**0.027**
	Manager Deputy [EU]	54,373	9.872		
	Office Officer [B]	51,424	10,718		
IE	Advice Officer [AB]	17,375	3.409		
	Security [EU]	17,271	3.231		
	Director [AB]	18,167	3,484	2.661	**0.032**
	Manager Assistant [A.]	18,333	3.215		
	Office Officer [B]	16,980	3,446		
TSTL	Advice officer	19.361	3.073		
	Security	17,831	3.114		
	Manager	18,407	4.114	1,721	0.144
	Manager assistant	18,213	4.137		
	Office officer	18,371	3,436		
IRP	Advice Officer [AB]	14,819	3.110		
	Security [B]	14,508	2,501		
	Manager [A]	16,204	2,955	2,796	**0.026**
	Manager Deputy [EU]	15,027	2,936		
	Office Officer [B]	14,808	3,157		
UAV	Advice Officer [AB]	8,056	2,089		
	Security [B]	6,932	1.990		
	Director [AB]	7.648	2,420	2.616	**0.035**
	Manager Deputy [EU]	7,613	2.353		
	Office Clerk [A]	8.007	2,573		
DLO	Advice officer	112.306	16,623	2.395	0.050
	Security	110.068	12,751		
	Manager	116,722	17,438		
	Manager assistant	113,560	16,830		
	Office officer	109,589	16,065		
FOP	Advice Officer [AB]	15,653	6.372		
	Security [B]	14,712	5,219		
	Director [AB]	18,241	7,680	3,624	**0.006**
	Manager Assistant [A.]	18,360	8,314		
	Office Officer [AB]	16.126	6,565		

FP	Advice Officer [AB]	14.264	6.433		
	Security [B]	13,542	6.032		
	Manager [A]	17,611	7,851	3.698	**0.006**
	Manager Assistant [A.]	17,187	8.572		
	Office Officer [AB]	15,430	7.263		
IPO	Advice Officer [AB]	29,917	12,603		
	Security [B]	28,254	11,026		
	Manager [A]	35,852	15,144	3.753	**0.005**
	Manager Assistant [A.]	35,547	16,682		
	Office Officer [AB]	31,556	13,581		

Table 6. shows the total scores of the transformational leadership and business performance scales and the sub-dimension scores of the individuals participating in the research according to their occupations in the Anova test. When the test results were examined, it was determined that the support and motivation sub-dimension scores of the individuals differed statistically significantly according to their occupations ($p < 0.05$). When the results of the post hoc test are examined, the support and motivation sub-dimension scores of the individuals who are managers are higher than those who are office clerks.

Conclusion and Recommendation
When the research is compared according to gender, 166 (40.4%) of the participants are male and 245 (59.6%) are female. People's reactions to the events they encounter and their emotional approaches differ according to their gender. Employees react differently to the same events because they use different brain cells. While men are more business-oriented individuals who act with their logic, women are more human-oriented and have developed empathy skills. The fact that women are in business life will cause them to compete with men and increase productivity in the business. The fact that transformational leaders act by treating all employees equally, regardless of gender, will also increase business efficiency. When compared according to age, 70 of the participants (17,0%) were in the range of 18-28, 177 (43,10%) were in the range of 26-35, 121 (29.4%) were in the range of 36-45, 43 (10,5) 46 and above. When compared by education level, 26 (6.3) of the participants are primary school, 78 (19.0%) high school, 192 (46.7) university, 85 (20.7%) graduate, 30' u (7.3%) have a doctorate degree. Employees' expectations from business life are directly proportional to their education levels. As the level of education increases, the expectation and income level of the job also increases. The financial and social conditions of people with higher education levels increase compared to other people.

When compared by occupation, 72 (17.5%) of the participants were advisory officers, 59 (14.40%) security, 54 (13.10%) managers, 75 (18.20%) assistant managers. , 151 (36.70) of them are office clerks. Expectations and needs differ according to the occupation status of the enterprises. Different professions have different expectations and requirements. When hiring employees, suitable personnel should be recruited according to the conditions and expectations of the work, appropriate training should be given in case of deficiencies detected, and employees should be encouraged to be more productive. When compared according to the years of employment in the sector, 2 (0.5%) of the participants are less than 1 year, 11 (2.7%) 1-2 years, 86 (20.09) 3-5 years, 168 (40.9%) 6-10 years, 108 (26.30%) 11-16 years, 36 (8.8%) work in 16 or more sectors. Employees who are more senior than working years in the enterprises have more information about the internal functioning of the enterprise and the structure of the sector. Their expertise in this field brings them to higher positions and causes a positive increase in their income. In addition, the opportunities offered to the employees according to the years of service (premium, private health insurance, nutrition applications, vacation, etc.) motivate them more and increase operational efficiency.

It is suggested that the relationship between transformational leadership characteristics and business performance in the field of tourism should be examined in different tourism enterprises. Thus, the obtained data can be compared with other results and different results can be obtained. Transformational leadership characteristics; organizational silence, organizational cynicism, psychological well-being, etc. Researching them by associating them with the subjects will provide different findings.

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THE EFFECTS OF WORK STRESS ON THE PERFORMANCE OF PERSONNEL WORKING IN BANKS IN THE TURKISH REPUBLIC OF NORTHERN CYPRUS

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ABSTRACT
This study was conducted using the relational survey technique, which is one of the quantitative research methods. The population of the study consists of employees working in banks operating in the Turkish Republic of Northern Cyprus. The sample group consisted of 312 participants in total and these participants were included in the study. In the data collection process, a set of questionnaires including demographic information, the Job Stress Scale, which assesses job stress perceptions, and the Performance Scale, which measures performance, were used. The data obtained were subjected to statistical analysis using SPSS 28.00 program. According to the results of the study, demographic factors such as gender, age groups, marital status, educational level and length of service do not have a significant effect on the participants' perceptions of job stress. However, a significant difference was found between married and single participants in the area of decision latitude. The performance analysis shows that while there is no significant difference between gender and age groups in the task and contextual performance categories, there is a significant difference between genders in the total performance category. This indicates that male participants have higher total performance scores than female participants. In the analysis evaluating the relationship between job stress and performance, a negative relationship was found between workload and task performance, while a positive relationship was found between decision latitude and task performance. However, it was observed that the effect of job stress on overall performance is limited and other factors may also be effective in this relationship.
Keywords: Performance, Stress, Work stress.

Introduction
Problem Status
Stress can be defined as a response that occurs physically, mentally or emotionally in an individual. Stress often occurs in the process of coping with various challenges, pressures or changes a person faces. These challenging factors may be work-related, but they may also be personal, family or social factors. Stress can trigger a biological reaction known as the body's "fight or flight" response, which is often manifested by symptoms such as increased heart rate, increased breathing, and tense muscles (Özgen and Aydin, 1999) .

Work stress is the type of stress specifically associated with the work environment. Work stress can be caused by factors such as intensity of tasks at work, time pressure, work relationships, role ambiguity, concern about job security and balance between work and family life. Work stress can affect an individual's performance, reduce his motivation, and have negative effects on his general health (Şahin, 2005) . Coping with work stress can be improved depending on factors such as effective management strategies, workload balance and the creation of a supportive work environment. In order to reduce the effects of work stress and maintain a healthy work life, it is important for individuals and organizations to make a conscious effort on this issue (İştar , 2012) .

Performance is an important concept that often evaluates how effectively individuals, groups or organizations achieve certain goals. Individual performance measures how effectively an employee performs his duties at work and is often evaluated with criteria such as achieving certain goals, completing tasks on time, and complying with quality standards (Karaman, 2009). Group performance represents the achievements of a team as a result of working together and coordinating (Bayram, 2006). Performance at the organizational level is often measured based on a variety of factors such as financial results, customer satisfaction, market share and sustainability. Performance evaluation is an important management tool used to ensure the continuous development of individuals, groups and organizations, highlight strengths and identify areas of development. These evaluation processes are applied regularly to determine strategies to achieve goals and improve performance (Aslan and Doğan, 2020) .

Work stress includes the emotional and physical reactions employees feel to various pressures and challenges in their work environments. These stress factors may include various elements such as intensity of demands at work, time pressure, role ambiguity, work relationships, competitive environment and job security concerns

(Turunç and Çelik, 2010). The impact of job stress on performance is often considered in a complex relationship. Increased work stress can reduce employees' motivation and negatively affect their performance at work. An intense workload, constantly changing work conditions or job-related uncertainty can challenge employees' ability to focus and reduce their productivity (Dülgeroğlu and Başol, 2017). Additionally, if work stress continues for a long time, it can have negative effects on individuals' physical and mental health, which can further negatively impact their performance. However, the impact of job stress on performance may vary depending on personal and organizational factors. Establishing appropriate support mechanisms in the workplace can help employees improve their ability to cope with stress. Additionally, open communication in the workplace, fair management practices, and respect for employees' emotional needs can reduce the negative effects of job stress and positively affect performance (Önbıçak et al., 2016) .

In conclusion, the impact of job stress on performance is a complex issue and varies depending on a variety of factors. A well-managed work stress environment can allow employees to perform more effectively, but excessive and persistent stress can negatively impact performance. Therefore, it is important to develop effective strategies to understand, manage and reduce job stress in workplaces.

Purpose and Importance of the Research
Today, the business world is constantly evolving in parallel with rapidly changing economic, technological and social dynamics. This evolution brings job stress to the fore by increasing the challenges faced by employees. Especially the financial sector is one of the areas where work stress is felt intensely. Banks operating in the Turkish Republic of Northern Cyprus are at the center of economic activities and the personnel working in this sector have to cope with work stress.

In this context, this study aims to examine the potential effects of job stress on the performance of personnel working in banks in the Turkish Republic of Northern Cyprus. Understanding the coping mechanisms of personnel in the financial sector with work stress and the possible effects of this stress on performance will be an important step both in improving practices in the business world and in increasing employees' job satisfaction and performance.

The focus of the study is to explain the relationships between job stress perceptions of employees working in banks and task performance, contextual performance and total performance. In this context, the findings will contribute to our understanding of how job stress affects the performance of employees in the financial sector and will bring a new perspective to the literature in this field.

Hypotheses
In this research, answers were sought to the following questions:
H1 : There is a significant difference between the demographic information of the participants and their perception of job stress.
H2 : There is a significant difference between the demographic information of the participants and their performance perceptions.
H3 : Work stress has an effect on performance.

Assumptions
research participants gave their answers to the scale questions sincerely.

Limitations
Research;
- With research participants,
- With the scale questions used in the research,
- It is limited to bank employees in TRNC.

Definitions
Stress: . It is a physical and mental reaction that occurs when an individual feels the need to adapt to changes or events in his or her environment (Güçlü, 2001).

Performance: It is a concept that shows how effectively an individual, a group or an organization performs a certain task (Işığıçok , 2008).

Theoretical Framework
Concept of Stress and Work Stress
Stress is a result of physical, emotional and mental reactions that occur in the process of coping with challenging situations or demands that an individual encounters. This is usually related to environmental pressures, expectations or changes perceived by the individual. Work stress is the type of stress that arises from factors such as uncertainty, time pressure, performance expectations, relational problems and workload that the individual is exposed to in the work environment . Work stress is a frequently encountered phenomenon in the competitive, fast-changing and demanding environment of the modern business world. Work stress is associated with situations that challenge an employee's ability to cope with work tasks. This can affect the employee's performance, reduce motivation and negatively affect his or her physical health (Ishtar, 2012). Sources of job stress may include workload, low autonomy, uncertainty, constant change, low levels of support, and interpersonal relationships. Work stress can affect not only an individual's health but also workplace productivity and employee satisfaction. Therefore, it is important to develop stress coping strategies and provide a supportive work environment in the workplace. Policies and resources to reduce the effects of work stress can increase the overall well-being of both employees and workplaces (Bakan, et al. 2015).

Work stress is an inevitable reality of today's modern working life. Stress levels may increase as employees face challenges such as coping with workplace demands, meeting performance expectations, and adapting to an ever-changing work environment. This stress can negatively impact an individual's physical, mental and emotional health. Factors such as busy work schedules, a competitive environment, high expectations, low autonomy, managerial pressures and disruption of work-life balance may contribute to increased work stress (Güçlü, 2001) . Work stress is a condition that can often become chronic and can cause a number of health problems in the long term. Therefore, it is important to effectively deal with stress at work. Employers providing policies and support systems to help employees manage their stress levels can help employees reduce work stress. In this part of this study, starting from the concept of stress, we focus on the definition and effects of stress, work stress and its symptoms, factors affecting work stress, and finally the possible consequences of work stress. This information can serve as an important basis for raising awareness and developing effective strategies to combat stress in the workplace (Efeoğlu , 2006).

Performance Concept
Performance generally refers to how effectively an individual or a system performs a certain task or function. This concept is a metric that measures the degree to which a person, an organization or a process achieves certain goals. Performance is often used to evaluate results achieved over a specific period of time. At the individual level, performance is based on factors such as a person's ability to perform job duties, success at work, abilities, and contributions (Işığıçok, 2008) . This performance plays a fundamental role in the processes of evaluating, rewarding and developing employees by reflecting how effective an individual is in a particular job role . At the organizational level, performance indicates how successfully a company achieves certain goals, strategies, or industry standards. Financial performance can be evaluated by various measures such as customer satisfaction, innovation capacity and employee engagement. The concept of performance is also used in fields such as arts, sports and entertainment. It is used in a variety of contexts, such as a stage performance by an artist, a competition by an athlete, a concert by a band, or a film performance by an actor. In summary, the concept of performance is a multifaceted concept that evaluates the ability of individuals, organizations and systems to achieve certain goals. Performance, which is of critical importance for success and effectiveness, forms part of continuous evaluation, feedback and development processes (Nabiyeva , 2021).

Performance evaluation Generally set your goals , your expectations or What are your criteria ? has been achieved after being evaluated later makes . This evaluation is based on the employees' strong aspects determination , development areas describing And reward or performance improvement processes manage your purpose carries . Your performance measurement, specific of indicators and performance of metrics to use Contains. These metrics are usually of the business to their goals and strategic to your priorities connected aspect determines. For example, a of the company financial performance to evaluate for   income increase, profit margin and cost control like financial indicators can be used (Oğrak, Ataman and Ataman, 2019).

Individual performance evaluation Generally work duties , responsibilities , work success , team study And personal development areas Contains . Employees Generally designated how much to the goals contribution how much they provide , how much effective One way in its place what they brought And organization general goals in line with How One role they played about are evaluated . Performance management processes Generally organised back notification , performance evaluations , target determination , development plans And reward like elements Contains . These processes allow employees to continually aspect their development to ensure And organization to their success contribute to be found incentive to do for   It is designed . Performance the concept

of a of an individual organization or One of the system set to goals access your ability measuring And evaluator One process Contains . Performance management , success measure , constantly development incentive to do And strategic to goals to reach for   important One management It is an intermediary (Oğrak , Ataman and Ataman, 2019).

Method

Research Method
This study was conducted using the relational screening technique, which is one of the quantitative research methods. Relational scanning technique is a research method used to understand and discover the relationships between a topic or topics. This technique aims to gain in-depth understanding by examining the connections between concepts, themes, or factors found around a particular topic. Relational scanning technique is generally included in qualitative research methods and is used to understand complex relationships (Karasar, 2008).

Population and Sample
The population of the study consists of bank employees in TRNC. The sample was determined by the quota sampling method. Quota sampling is a sampling method used to ensure balanced representation of subgroups with a certain characteristic or qualifications in a research. It is used to maintain the proportions of individuals with certain characteristics within the research population. This method is useful for representing different groups in the population and making generalizations (Yagar and Dökme, 2008) . In this context, a sample group was created without questioning the study participants' duties in the bank and 312 people were included in the study.

Data Collection Tools
Data demographic information form, Work stress scale and Performance scale were used in the study.
The Work Stress Scale is a measure that covers three main subsections. The workload, job control, and social support subsections contain 5, 6, and 6 questions, respectively. Cronbach's alpha coefficients reported for the workload, control and social support subsections of the scale vary between 0.51 and 0.72 (26). Four of the 6 questions used in job control measurement consist of skill use subheadings and two of them consist of decision freedom subheadings (Table 1). Response options for the workload, skill use and decision freedom subsections consist of "often, sometimes, rarely and never" responses. For social support, there are options such as "completely agree, partially agree, partially disagree and completely disagree". In evaluating the scale, response options are coded between 1-4 and the total score of the relevant subsection is obtained by summing the scores of each subsection. The job control total score is obtained by summing the scores obtained for skill use and decision freedom. High scores indicate high workload, high job control, and high levels of social support . Job stress has been evaluated as the ratio of workload to job control (8, 16, 17, 26-29).

In this study, employee performance was evaluated in two dimensions, namely task and contextual performance. Performance Scale developed by Karakurum (2005) was used to measure performance . Task performance includes six questions, four of which were taken from the Turkish translated version of the task performance scale developed by Beffort and Hatturp . The remaining two questions were added originally by Karakurum (Karakurum , 2005). Contextual performance was measured with a scale containing five questions developed by Borman and Motowidlo (1993). In total, the performance scale includes nine questions.
The reliability analysis results of the scales used in this study are given in Table 1:

Table 1. Reliability Analysis

	Cronbach's Alpha	Article
Work Stress Scale	0.750	17
Performance Scale	0.956	7

Cronbach's Alpha coefficient is a statistical measure that evaluates the internal consistency of a measurement instrument. This coefficient measures whether the items in a scale are compatible with each other. Cronbach's Alpha coefficient calculated for the Job Stress Scale was found to be 0.750, while for the Performance Scale this value was calculated to be 0.956. The high Cronbach's Alpha values of both scales indicate that the measurement tools are reliable and robust in terms of internal consistency. This indicates that the items contained in the scales are compatible with each other and suitable for the measurement purpose. High Cronbach's Alpha values indicate that the scales perform reliably and consistently.

Analysis of Data

In this study, the data obtained was analyzed using SPSS 28.00 program. Analyzes performed include T-Test, Anova Test, ANOVA Tukey test, correlation and regression analysis. T-Test was used to evaluate the differences in means between two groups, and ANOVA Test was used to evaluate the differences between three or more groups. Group average differences were determined with the ANOVA Tukey test, relationships between variables were examined with correlation analysis, and relationships between the dependent variable and independent variables were modeled with regression analysis. These analyzes show that the study was conducted on statistical grounds and the results were examined in depth.

Findings
Demographic features
Demographic variables of the participants are given in Table 1.

Table 2. Demographic Information

		N	%
Gender	Woman	191	61.2
	Male	121	38.8
Age	21-29 years old	29	9.3
	30-39 years old	125	40.1
	40-49 years old	129	41.3
	50 and above	29	9.3
marital status	Married	241	77.2
	Single	71	22.8
Educational background	Primary education	25	8.0
	High school	71	22.8
	associate degree	41	13.1
	Licence	155	49.7
	Degree	20	6.4
Service time	less than 1 year	22	7.1
	1-3 years	15	4.8
	4-6 years	46	14.7
	7-9 years	52	16.7
	10 years and above	177	56.7
	Total	312	one hundred

According to the table, it is seen that women are the majority in the gender distribution of the participants with a rate of 61.2%. According to age distribution, most of the participants are between the ages of 30-49, and people in this age range constitute 81.7% of the total participants. In terms of marital status, it is observed that the majority of participants are married; married participants constitute 77.2% of the total. When we focus on length of service, it becomes clear that the majority of participants have served for a long period of time . In particular, participants who have been serving for 10 years or more constitute 56.7% of the total. This shows that employees often establish a long-term bond or gain experience with their organizations. As a result, this group of participants generally consists of individuals who are married, middle-aged, and have long-term service periods.

Work Stress and Performance Perceptions of Participants
Table 3. Participants' Job Stress and Performance Perception Levels

	Min.	Max .	Cover.	ss
Task Performance	4.00	16.00	10.3718	3.44403
Contextual Performance	5.00	20.00	13.5353	4.43300
Performance total	9.00	36.00	23.9071	7.62681

Workload	8.00	20.00	15.3333	2.62766
Skill Usage	6.00	16.00	11.5737	2.30636
Freedom of Decision	2.00	8.00	5.9519	1.87579
Social support	10.00	24.00	18.4519	3.60211
Work Stress Total	35.00	68.00	51.3109	6.07479

The average score for task performance was 10.3718, while for contextual performance it was 13.5353. The total performance score is the sum of these two components and the average score is 23.9071. Contextual performance has a higher mean score than task performance. **When** the "Workload" (isyuku) factor is examined, it is seen that the participants' workload scores are minimum 8.00, maximum 20.00, average 15.3333 and standard deviation 2.62766. Workload scores generally have a moderate distribution. Secondly, when the "Skill Usage" factor is evaluated, it is seen that the minimum is 6.00, the maximum is 16.00, the average is 11.5737 and the standard deviation is 2.30636. Scores on this factor generally reflect a moderate level of variability. Third, considering the "Freedom of Decision" factor, it has minimum values of 2.00, maximum of 8.00, mean of 5.9519, and standard deviation of 1.87579. Decision freedom scores generally have a lower mean and less variability. Fourthly, when the "Social Support" factor is evaluated, it is seen that the minimum is 10.00, the maximum is 24.00, the mean is 18.4519 and the standard deviation is 3.60211. Social support scores generally indicate a higher mean and lower variability. Finally, when the "Total Stress" factor is examined, it has a minimum of 35.00, a maximum of 68.00, a mean of 51.3109 and a standard deviation of 6.07479. Total stress scores generally have a wider distribution and a moderate mean.

Comparison of Participants' Demographic Information and Perceptions of Work Stress

Table 4. By Gender Comparison of Job Stress Perceptions

		N	Cover.	Ss .	f	p.
Workload	Woman	191	15.2775	2.57753	0.222	0.638
	Male	121	15.4215	2.71340		
Skill Usage	Woman	191	11.5026	2.35277	0.244	0.621
	Male	121	11.6860	2.23619		
Freedom of Decision	Woman	191	5.8743	1.92078	1,474	0.226
	Male	121	6.0744	1.80354		
Social support	Woman	191	18.4450	3.69578	0.830	0.363
	Male	121	18.4628	3.46420		
stress total	Woman	191	51.0995	6.11689	0.013	0.911
	Male	121	51.6446	6.01783		

p >0.05

According to the results of the analysis, no significant difference was detected between genders in terms of job stress perceptions (p > 0.05). This shows that there is no statistically significant difference between male and female participants in terms of workload, skill use, decision freedom, social support and total stress perceptions.

Table 5. By Age Comparison of Job Stress Perceptions

		N	cover .	Ss .	f	p.
Workload	21-29 years old	29	15.3793	2.80833	0.613	0.607
	30-39 years old	125	15.1680	2.80189		
	40-49 years old	129	15.3566	2.52735		
	50 and over	29	15.8966	2.09327		
Skill Use	21-29 years old	29	11.8966	2.56828	0.458	0.712

	30-39 years old	125	11.6160	2.50736	
	40-49 years old	129	11.4186	2.05281	
	50 and above	29	11.7586	2.26235	
Decision freedom _	21-29 years old	29	6.3103	1.77489	0.543
	30-39 years old	125	5.8320	1.90812	
	40-49 years old	129	5.9690	1.87474	
	50 and above	29	6.0345	1.88002	
Social Support	21-29 years old	29	19.0345	3.38571	0.637
	30-39 years old	125	18.5600	3.49746	
	40-49 years old	129	18.3643	3.86680	
	50 and above	29	17.7931	3.03996	
stress _ total	21-29 years old	29	52.6207	6.00246	0.523
	30-39 years old	125	51.1760	6.28755	
	40-49 years old	129	51.1085	6.10998	
	50 and over	29	51.4828	5.10337	

Note: Decision freedom p = 0.653; Social Support p = 0.592; stress _ total p = 0.667

p >0.05

According to the analysis results, no significant difference was detected between age groups in terms of job stress perceptions (p > 0.05). This shows that there is no statistically significant difference between individuals in different age groups in terms of workload, skill use, decision freedom, social support and total stress perceptions.

Table 6. By Marital Status Comparison of Job Stress Perceptions

		N	Cover.	ss	f	p.
Workload	Married	241	15.2905	2.56065	1,508	0.220
	Single	71	15.4789	2.85787		
Skill Usage	Married	241	11.6307	2.27682	0.851	0.357
	Single	71	11.3803	2.41049		
Freedom of Decision	Married	241	6.0456	1.81257	4,031	0.046
	Single	71	5.6338	2.05801		
Social support	Married	241	18.4896	3.58133	0.070	0.792
	Single	71	18.3239	3.69469		
stress total	Married	241	51.4564	5.86152	1,185	0.277
	Single	71	50.8169	6.77033		

p >0.05

According to the analysis results, no significant difference was detected between marital status and job stress perceptions (p > 0.05). However, since the p value in the area of decision freedom is below the 0.05 significance level, it can be said that there is a significant difference between married and single participants in this area.

Table 7. By Educational Status Comparison of Job Stress Perceptions

		N	mean	ss	f	p.
Workload	Primary education	25	15.1200	2.90574		
	High school	71	15.4225	2.37042		
	associate degree	41	15.3415	2.91213	0.760	0.552
	Licence	155	15.4452	2.64119		
	Degree	20	14.4000	2.47939		
Skill Usage	Primary education	25	12,2000	2.06155		
	High school	71	11.7606	2.25810		
	associate degree	41	11.2439	2.21111	1,698	0.150
	Licence	155	11.6000	2.38393		
	Degree	20	10.6000	2.16187		
Freedom of Decision	Primary education	25	5.8000	2.10159		
	High school	71	6.1549	1.96867		
	associate degree	41	5.7317	1.84424	1,685	0.153
	Licence	155	6.0581	1.79190		
	Degree	20	5.0500	1.82021		
Social support	Primary education	25	18.6400	4.25127		
	High school	71	18.6338	4.01867		
	associate degree	41	17.7073	3.40767	0.715	0.582
	Licence	155	18.6129	3.33301		
	Degree	20	17.8500	3.68889		
stress total	Primary education	25	51.7600	6.83910		
	High school	71	51.9718	5.61114		
	associate degree	41	50.0244	6.25495	2,500	**0.043** Primary Education >Master's Degree High School > Master's Degree
	Licence	155	51.7161	6.11657		
	Degree	20	47.9000	4.93004		

$p < 0.05$

According to the results of the analysis, no significant difference was detected between educational status and the sub-dimensions of workload, skill use, freedom of decision and social support ($p>0.05$). In the analysis carried out to evaluate the significant differences in the total stress between primary school, high school, associate degree, undergraduate and master's degree groups, it was concluded that the differences between the groups were statistically significant. Especially since the p value between the Primary and High School groups and the Master's degree group is below the 0.05 significance level, it can be said that there is a significant difference in the total stress levels between these two groups. This may be an indication that the perception of stress decreases or increases as the level of education increases.

Table 8. By Service Duration Comparison of Job Stress Perceptions

		N	mean	ss	f	p.
Workload	less than 1 year	22	15.2273	2.77629		
	1-3 years	15	15.2667	3.28344		
	4-6 years	46	15.1522	2.72411	0.376	0.826
	7-9 years	52	15.0385	2.91690		
	10 years and above	177	15.4859	2.44974		
Skill Usage	less than 1 year	22	12.4545	2.48284		
	1-3 years	15	11.3333	2.52605	3,665	**0.006**

		N	Mean	SS	F	p
	4-6 years	46	12.3478	2.14183		
	7-9 years	52	10.8269	2.32397		
	10 years and above	177	11.5028	2.23384		
Freedom of Decision	less than 1 year	22	6.1818	1.96726		
	1-3 years	15	4.9333	2.18654		
	4-6 years	46	6.1522	1.86151	1,964	0.100
	7-9 years	52	5.5962	1.84985		
	10 years and above	177	6.0621	1.82831		
Social support	less than 1 year	22	19.0909	3.70211		
	1-3 years	15	18,2000	3.80225		
	4-6 years	46	18.9130	3.34549	0.659	0.621
	7-9 years	52	17.9231	3.49142		
	10 years and above	177	18.4294	3.68147		
stress total	less than 1 year	22	52.9545	7.22744		
	1-3 years	15	49.7333	6.58425		
	4-6 years	46	52.5652	5.22665	2,536	**0.040**
	7-9 years	52	49.3846	5.77403		
	10 years and above	177	51.4802	6.06601		

p <0.05

In this analysis, the relationship between length of service and perceptions of job stress was examined. When the participants were grouped according to their service period, no statistically significant difference was found between different service periods in terms of workload, decision -making freedom and social support dimensions . However, a different result was obtained in the analysis made in terms of skill use. Participants' perceptions on skill use showed a significant difference according to their length of service (F=3.665, p=0.006). This shows that the participants' level of perception of skill use at work varies depending on the length of service. When the effects on the total stress were evaluated, a significant difference was detected between the groups according to the length of service (F = 2.536, p = 0.040). This shows that there is a significant change in participants' stress perceptions as their length of service increases.

Comparison of Participants' Demographic Information and Performance Perceptions

Table 9. By Gender Comparison of Performance Perceptions

		N	Cover.	ss	f	p
Task Performance	Woman	191	10.3298	3.59694		
					3,325	0.069
	Male	121	10.4380	3.20128		
Contextual Performance	Woman	191	13.4136	4.62278		
					3,757	0.054
	Male	121	13.7273	4.12715		
Performance total	Woman	191	23.7435	8.00869		
					4,271	**0.040**
	Male	121	24.1653	7.00636		

p <0.05

According to the statistical analysis based on the data, no significant difference could be detected between gender in the task performance category (F value: 3.325, p value: 0.069). This shows that there is no statistically significant difference between the task performance scores of male and female participants. Similarly, no significant difference was detected between gender in the contextual performance category (F value: 3.757, p value: 0.054). This indicates that there is no statistically significant difference between the contextual performance scores of male and female participants . However, in the analysis made in the total performance category, a significant difference was detected between gender (F value: 4.271, p value: 0.040). This shows that

there is a statistically significant difference between the total performance scores of male and female participants. Accordingly, it is seen that the total performance averages of male participants are higher than female participants. As a result, while there is no significant difference between gender in the task performance and contextual performance categories, there is a statistically significant difference in the total performance category.

Table 10. By Age Comparison of Performance Perceptions

		N	Cover.	Ss .	f	p.
Task Performance	21-29 years old	29	10.5862	3.55083		
	30-39 years old	125	10.0800	3.74510	0.632	0.595
	40-49 years old	129	10.4806	3.24302		
	50 and above	29	10.9310	2.85271		
Contextual Performance	21-29 years old	29	13.4138	4.84412		
	30-39 years old	125	13,1920	4.62583	0.521	0.668
	40-49 years old	129	13.7752	4.27610		
	50 and over	29	14.0690	3.91819		
Performance total	21-29 years old	29	24,0000	8.12404		
	30-39 years old	125	23.2720	8.13037	0.576	0.631
	40-49 years old	129	24.2558	7.24168		
	50 and above	29	25,0000	6.63325		

p >0.05

According to the analysis results, no significant difference was detected between age groups in all three performance categories ($p > 0.05$). This may indicate that there is no significant difference in performance perceptions between individuals in different age groups.

By Marital Status Comparison of Performance Perceptions

		N	Cover.	ss	f	p.
Task Performance	Married	241	10.4108	3.41829	0.070	0.791
	Single	71	10.2394	3.55152		
Contextual Performance	Married	241	13.5519	4.42606	0.003	0.954
	Single	71	13.4789	4.48763		
Performance total	Married	241	23.9627	7.58635	0.080	0.778
	Single	71	23.7183	7.81424		

p >0.05

According to the analysis results, no significant difference was detected between married and single participants in terms of task performance, contextual performance and total performance perceptions ($p > 0.05$). This indicates that marital status does not have a statistically significant effect on performance perceptions.

Table 12. By Educational Status Comparison of Performance Perceptions

		N	Cover.	Ss .	f	p.
Task Performance	Primary education	25	10.8400	2.99555		
	High school	71	10.3239	3.48783	0.619	0.649
	associate degree	41	10.4634	2.74861		
	Licence	155	10.4323	3.66985		

	Degree	20	9.3000	3.37327	

		N			f	p
Contextual Performance	Primary education	25	14.2000	3.55903		
	High school	71	13.4648	4.28229		
	associate degree	41	13.4878	4.02568	0.398	0.810
	Licence	155	13.6000	4.76132		
	Degree	20	12.5500	4.31003		
Performance total	Primary education	25	25.0400	6.30132		
	High school	71	23.7887	7.52124		
	associate degree	41	23.9512	6.54198	0.513	0.726
	Licence	155	24.0323	8.18727		
	Degree	20	21.8500	7.33610		

p >0.05

According to the results of the analysis, no significant difference was detected between participants with different education levels in terms of task performance, contextual performance and total performance perceptions (p > 0.05). This shows that education level does not have a statistically significant effect on performance perceptions.

Table 13. By Service Duration Comparison of Performance Perceptions

		N	Cover.	Ss .	f	p.
Task Performance	less than 1 year	22	10.6364	3.10982		
	1-3 years	15	10.2000	4.36218		
	4-6 years	46	10.4783	3.55740	0.346	0.847
	7-9 years	52	10.7885	3.13948		
	10 years and above	177	10,2034	3.47939		
Contextual Performance	less than 1 year	22	13.2273	4.25309		
	1-3 years	15	13.8000	4.91644		
	4-6 years	46	13.9565	3.93252	0.337	0.853
	7-9 years	52	13.9231	4.35145		
	10 years and above	177	13.3277	4.58815		
Performance total	less than 1 year	22	23.8636	7.03931		
	1-3 years	15	24,0000	9.10259		
	4-6 years	46	24.4348	7.10447	0.305	0.874
	7-9 years	52	24.7115	7.25539		
	10 years and above	177	23.5311	7.85598		

p >0.05

According to the results of the analysis, no significant difference was detected in terms of task performance, contextual performance and total performance perceptions among participants with different lengths of service (p > 0.05). This shows that length of service does not have a statistically significant effect on performance perceptions.

The Relationship Between Job Stress and Performance

Table 14. Relationship Between Job Stress and Performance (Correlation Analysis)

		Workload	Skill Usage	Freedom of Decision	Social support	stress total
Task Performance	r.	-.121 *	0.001	.144 *	0.098	0.051
	p.	0.032	0.986	0.011	0.083	0.372
Contextual Performance	r.	-0.094	-0.037	.133 *	0.073	0.030
	p.	0.098	0.518	0.019	0.200	0.602
Performance total	r.	-0.109	-0.021	.142 *	0.087	0.040
	p.	0.054	0.713	0.012	0.126	0.480

This correlation analysis was conducted to understand the relationship between job stress factors and performance. First of all, when we look at the relationships between task performance and job stress factors, a negative correlation was detected with workload (r = 0.0121; p = 0.032), meaning that as workload increased, task performance decreased. However, this relationship is not statistically significant. Decision freedom showed a positive correlation (r=.144; p=0.011), meaning that as participants' decision freedom increased, their task performance increased, and this relationship was statistically significant. In the analyzes conducted in terms of contextual performance and performance total, no statistically significant relationship was detected with workload and skill use. However, a positive correlation was found with decision latitude, indicating that as participants' perceptions of decision latitude increased, their contextual performance and overall performance also increased.

Effects of Work Stress on Performance

Table 15. Effects of Job Stress on Performance (Regression Analysis)

	Unstandardized Coefficients		Standardized Coefficients		
	B.	std . Mistake	Beta	t	p
Still	21,323	3,681		5,792	0.000
stresstotal	0.050	0.071	0.040	0.707	0.480

R=0.040 F=500

This regression analysis was conducted to evaluate the potential effects of job stress on performance. According to the results of the analysis, the constant value representing the main impact on performance is 21.323. This constant expresses the expected impact of factors other than job stress on performance. The prominent independent variable in the analysis is stresstotal , which measures job stress . However, the standardized coefficient (Beta) of the stresstotal variable on performance was found to be 0.040 and the p value was 0.707. This indicates that there is no strong evidence of a significant relationship between job stress and performance. The overall result of the analysis shows that the effects of job stress on performance are limited and other factors may also have an impact on this relationship. The R value was found to be 0.040 and the F statistic was 500, indicating that the overall explanatory power of the model was low. Therefore, more comprehensive analyzes that consider additional factors may be needed to gain a more comprehensive understanding of the relationship between job stress and performance.

Conclusion And Recommendations
According to the results of the study, the effects of demographic factors on job stress perceptions and performance were examined. Demographic variables such as gender, age groups, marital status, education level and length of service generally do not have a significant effect on the participants' perceptions of job stress. However, a significant difference was detected between married and single participants in the area of decision freedom, indicating that marital status may have a certain impact on perceptions of work stress.

In terms of performance, no significant differences were detected between gender and age groups in task and contextual performance categories. However, a significant difference was detected between gender in the total performance category, and the total performance scores of male participants were higher than female participants. This suggests that gender has a certain effect on overall performance.

In the analysis evaluating the relationship between job stress and performance, a negative relationship was found between workload and task performance. That is, it has been observed that task performance decreases as workload increases, but this relationship is not statistically significant. On the other hand, a positive relationship was found between decision freedom and task performance. This shows that as participants' perception of decision freedom increases, their task performance also increases, and this relationship is statistically significant.

In conclusion, the study evaluates the effects of demographic factors on job stress perceptions and performance, revealing that variables such as gender and marital status lead to significant differences in certain areas. However, it indicates that further analyzes are needed to provide a more in-depth understanding of the relationship between job stress and performance.

Based on the research results, it is possible to make various suggestions to understand the interactions between bank employees' job stress perceptions and performance:

- Organizing regular stress management training for bank employees can increase their ability to cope with work stress. These trainings can help them understand and apply stress coping strategies.
- Improving the work environment can be effective in reducing work stress. For example, applicable policies and practices can be developed to balance workload, strengthen social support systems, and increase decision freedom.
- Fair, transparent and measurable performance evaluation systems can increase employee motivation. Promoting a sense of fairness among employees can increase the overall level of performance.
- In recruitment processes and position placements, more effective policies can be created by taking into account individuals' abilities, experiences and their capacity to cope with work stress.
- : Initiatives can be taken to increase employees' participation in decision-making processes. Participation makes employees feel more involved in work processes and can increase their motivation.

These suggestions may positively affect the relationship between job stress and performance of bank employees and make the working environment more sustainable. However, each recommendation should be customized to the needs and dynamics of the organization.

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THE RELATIONSHIP BETWEEN JOB SATISFACTION AND BURNOUT IN PRIMARY SCHOOL TEACHERS INKTC

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ABSTRACT
In this study, the relationship between job satisfaction and professional burnout of primary and kindergarten teachers of public schools in the Turkish Republic of Northern Cyprus was examined.The study used a scale developed by Gençer (2002) to measure teachers' job satisfaction and the content validity of the scale was measured by an application on teachers.The measurement tool was given to 819 teachers from 56 primary schools selected by disproportionate cluster sampling method and the data of 547 teachers were analyzed. According to the results of the study, there is a moderate positive relationship between the level of teachers' job satisfaction expectation and the level of realization. In other words, teachers' job satisfaction is realized in line with their expectations and the effect of this relationship on burnout was determined as 9%. In addition, a significant difference was found in terms of teachers' burnout levels according to their preference for the same task again. It was observed that task preference affected the burnout levels of teachers.According to the results, it was determined that the burnout levels of those who did not prefer the task were higher than those who said yes and undecided, and those who said undecided were different from the other levels.In addition, it was found that there was a significant difference between the burnout levels of teachers according to the school they graduated from.This shows that teachers' burnout levels may vary according to the departments they graduated from.As a result, significant relationships were found between teachers' job satisfaction and burnout levels, and it was also observed that job preference and graduation school were effective on burnout levels.
Keywords: Teacher, Job satisfaction, Burnout.

Introductıon
Problem Statement
Recently, one of the negativities faced by people working in professions that are carried out with face-to-face relations with people has been tried to be explained with the concept of burnout. Although burnout is related to stress, occupational depression, etc., it forms a complex structure separate from them. Individuals working in organizations may face a situation such as job satisfaction depending on the working conditions in organizations. The level of job satisfaction can positively or negatively affect the behavior of people in the workplace. It is often seen that employees reveal their anxieties and frustrations and their negative attitudes towards work by reflecting their negative attitudes towards work conditions through complaining. Therefore, investigating what other problems are underlying the complaints about working conditions and solving them increases the satisfaction of the employees (Başaran, 1994).

Job satisfaction is one of the issues that are carefully emphasized because it is a source of unhappiness for the employee and dissatisfaction for the organization. When the related literature is examined, it is seen that the relationship between satisfaction and success and the elements that determine satisfaction have been the subject of many studies (Canman, 1995). In developed countries, organizational analyses are conducted at certain intervals in order to find out the organizational elements that push employees to satisfaction and dissatisfaction, and thus to reveal which variables the management will focus on in order to increase organizational effectiveness (İncir, 1990).In our country, studies examining the phenomenon of employee satisfaction and the problem of dissatisfaction have been conducted (Balcı, 1993).When the research findings are analyzed, it is seen that the reasons for dissatisfaction of the employees of undeveloped countries are different from those of the employees of developed countries.For example, although the wage element has ceased to be a source of satisfaction for the employees in developed countries, it still maintains its importance for the employees in our country and is one of the leading organizational variables that cause dissatisfaction (Aytaç, 2002).

The subject examined in this study is to examine the relationship between job satisfaction and job burnout by focusing on the causes of job satisfaction and job dissatisfaction based on the assumption that job dissatisfaction causes occupational burnout.It is known that factors such as success, recognition, work itself, responsibility and progress are effective in ensuring job satisfaction.On the other hand, management, supervision, wages, working conditions and friendships are effective in the emergence of job dissatisfaction.In our country, unhappiness is observed in employees for some reasons (Balcı, 2002).This problem is also detected intensely in primary school teachers who provide basic education.For this reason, job satisfaction is a dynamic, variable and a subject that needs to be examined, with new models being put forward day by day. Teachers, who are constantly dealing with knowledge-hungry students and other people, have to show great dedication. Overload and high ideals will

lead to early teacher burnout. The job dissatisfaction of teachers, who are responsible for raising future generations, and the causes of burnout syndrome should be identified and investigated. In order to be able to talk about efficiency in education, it can be said that it is of vital importance for the future of the country to ensure that teachers who will provide efficiency work efficiently.

Problem Statement
"Is there a significant relationship between teachers' job satisfaction levels and professional burnout levels? This question constitutes the problem sentence of the research.

Sub Problems
1. Is there a relationship between job satisfaction realization and professional burnout of primary school teachers?
2. Is there a relationship between job satisfaction expectation level and realization level of primary school teachers?
3. Is there a difference between the occupational burnout levels of primary school teachers according to whether they choose the profession willingly or not?
4. Is there a significant difference between primary school teachers' graduation department and burnout level?

Purpose of My Research
Work is an important part of human life. The satisfaction of the employee with his/her job also affects his/her life. It is observed that people generalize their feelings in an area that they find important to them by reflecting them to other areas. It is usual for an employee to generalize the feelings in his/her family life to his/her job in the organization and the feelings in his/her job to his/her family life. It is possible to say that an employee who does his/her job with pleasure will lead to a longer life span. In addition, job satisfaction has a positive effect on the physical and mental health of the employee. Job dissatisfaction also leads to burnout. The aim of this research is to analyze the relationship between job satisfaction and burnout. To put forward appropriate solutions to the results obtained and to make necessary suggestions to increase teachers' job satisfaction.

Importance of the Research
Today, a country's development and progress in every field seems to depend on its qualified manpower. Qualified manpower is the result of qualified education. Qualified education is closely related to the quality of the teacher. Teachers are responsible for raising new generations as professionals with constructive and creative qualities and as citizens who are aware of their duties and responsibilities towards their country (Büyükkaragöz and Çivi 1997).

Especially the increase in the importance, duties and responsibilities imposed on primary school teachers often creates tension in teachers. Primary education is the cornerstone of the education system. At this stage, children gain knowledge and skills necessary for socialization and social life as well as education. In primary schools, children are taught the most basic knowledge necessary for modern life, such as reading and writing, using their mother tongue correctly, and basic mathematical operations. The knowledge and skills that children acquire in primary schools enable them to be productive and efficient for themselves and society in their future lives. The importance and necessity of this stage will be especially noticeable when it is taken into consideration that only primary education is compulsory in our country (Girgin, 1995). The importance and value of primary school teachers is quite high for both the child and the whole society.Gates (1990) emphasized the mental health of the teacher and argued that in order for the teacher to be a successful educator, good mental health is necessary.Teachers in our country experience some problems.There are many reasons such as not choosing their profession consciously, overloaded curriculum, inadequate educational materials, misdirection of education by policies, problems in teacher training institutions and teacher transfers.Ensuring efficiency in education depends primarily on the satisfaction of teachers with their work and thus their willingness to act in line with the aims of the organization to which they belong.This is only possible by identifying and minimizing the factors that cause dissatisfaction among teachers.

Assumptions
The following assumptions will be made in this study.
1. The teachers who participated in the study answered the questions sincerely.
2. Teachers' responses reflect the current situation.

Limitations
This study is limited to the job satisfaction and burnout levels of primary school teachers working in the Turkish Republic of Northern Cyprus in the 2005-2006 academic year.

Definitions
Teacher: A person working in public education institutions who is a specialized profession that takes over the state's duties of education and training and related administrative duties, and who is obliged to fulfill his/her duties in accordance with the objectives and basic principles of Turkish National Education (Article 43 of the Basic Law on National Education).

Class Teachers: A teacher who fulfills the duties of education and training in any class or branch (classroom) in a school (TRNC Education Law: 9).

Occupational Burnout: It is a physical, emotional and mental exhaustion syndrome characterized by physical exhaustion, chronic fatigue, feelings of helplessness and hopelessness, development of a negative self-concept and negative attitudes towards work, life and other people (Dursun, 2000).

Job Satisfaction: Emotional reactions that are a function of the difference between the employee's desires regarding job dimensions and his/her perceptions regarding the degree to which these are achieved in his/her job (Balcı, 1985).

Stress: External and internal factors that cause the individual to be forced to exceed the limits of adaptation (Izgar, 2000).

Motivation: It means the power that mobilizes a person for a certain purpose (Köşker 2005).

Conceptual Framework
Job Satisfaction
Job satisfaction was first introduced in the 1920s, but its real importance was realized in the 1930s and 40s.Since then, it has been the most studied subject of industrial and organizational psychology. The idea that the happiness of employees in their jobs affects their productivity has made the concept of job satisfaction even more current (Aksayan, 1990).Job satisfaction is the harmony between what the employee expects and what he/she receives from the organization and his/her job, it is a feeling felt by the employee when the values that the employee can obtain in the organization are found to be compatible. Job satisfaction is generally defined as employees' feelings about their jobs (Özben and Argun 2002).Job satisfaction is the pleasure that an employee feels as a result of evaluating his/her job or work life and the emotional state he/she reaches. The higher the degree of this feeling of pleasure reached by the employee, the higher his/her satisfaction with his/her job (Başaran, 1982).Job satisfactionThe higher the degree of this feeling of pleasure reached by the employee, the higher his/her satisfaction with his/her job (Başaran, 1982)The higher the degree of this feeling of pleasure reached by the employee, the higher his/her satisfaction with his/her job (Başaran, 1982). It is accepted that job satisfaction is related to life satisfaction and directly affects the physical and mental health of individuals (Ergin, 1997). Satisfaction, which refers to a subjective and emotional concept, is a concept that cannot be directly observed by another individual, and can only be defined and expressed by the individual concerned (Bölüktepe, 1993). Job satisfaction can be achieved by increasing the quality of working life, regulating working conditions and working environment, meeting the psychological, economic and social needs of employees and minimizing the problems arising from working life (Izgar, 2000).

Burnout
Burnout is one of the most fundamental problems in education.The decline in personal satisfaction decreases an individual's working success and performance. The concept of burnout was first defined by Freudenberger (1974) and in the last 20 years many researches have been conducted on different job opportunities. It frequently occurs in people who work face-to-face with people due to their job and is accepted as a three-dimensional situation (Izgar 2000). The most widely accepted definition of burnout today is that of Maslach et al. (1980), which perceives burnout as a three-dimensional concept. In this definition, burnout is accepted as a three-dimensional syndrome that frequently occurs in people who constantly work face-to-face with other people due to their job. These three dimensions are named as emotional exhaustion, depersonalization and a feeling of decline in personal accomplishment (Izgar, 2000).

The first dimension of burnout is emotional exhaustion. Emotional exhaustion describes the feeling of being overburdened, in other words, the feeling of being overloaded (Özer, 1998).Emotional exhaustion is accepted as the main dimension of burnout.At the psychological level, the individual feels that his/her emotional resources are gradually decreasing.A person who is in an emotionally intense work tempo strains himself/herself and people are overwhelmed by their demands.Emotional exhaustion is a reaction to this situation.Individuals caught

in this situation feel themselves lacking the energy to start a new day. Their emotional resources are completely exhausted and they cannot find resources to fill them again (Dursun, 2000).

The second dimension is defined as depersonalization, which refers to the development of negative, cynical attitudes and feelings towards the people with whom the individual works (Akçamete, Kaner, Sucuoğlu, 2001). If the shell of a snail is shaken, it retreats into the shell, and if it is shaken again, it does not react, and depersonalization is like this example. The cold, indifferent, rigid and even inhuman structure that develops creates desensitization, which is the second pillar of burnout syndrome (Dursun, 2000). The person treats others cynically and rudely and ignores their requests and demands (Işıklar, 2002). Using derogatory language, categorizing people, doing business according to strict rules and assuming that evil will come from others are the first signs of depersonalization (Işıklar, 2002). Using derogatory language, categorizing people, doing business according to strict rules and assuming that evil will come from others are among the first signs of depersonalization (Torun, 1995).

The third dimension is personal failure. It shows that the person evaluates himself/herself as inadequate and unsuccessful in his/her job (Gökçakan & Özer, 1999).The negative way of thinking about others leads to negative thoughts about oneself; the person feels guilty with these thoughts and behaviors.He/she develops a feeling that no one likes him/her. He/she judges himself/herself as a failure.At this point, the third stage of burnout, low sense of personal accomplishment, emerges (Örmen, 1993).The three dimensions of burnout are interrelated; for example, for caregivers working in hospitals, depersonalization leads to both emotional exhaustion and a decrease in personal achievement, and a similar relationship is observed in teachers; a teacher's depersonalization towards his/her students, withdrawal and distancing himself/herself from students leads to more emotional exhaustion and lower levels of personal achievement (Akçamete, Kaner, Sucuoğlu, 2001).

Motivation and Job Satisfaction
Depending on its usage, the word motivation can mean hundreds of things such as desire, need, motive, goal, impulse, wish, aim, love, desire (Morgan, 1995).It is quite difficult to find the exact meaning of the concept of motivation.Etymologically, motivation comes from the words motive in English and movere in Latin (Aydın, 2001).The Turkish equivalent of the term motive can be determined as motive or mobilizer.In short, motivation means the power that mobilizes a person for a specific purpose (Köşker, 2005).In terms of the individual, motivation covers many phases from the satisfaction of personal needs to the self-realization of the individual.In organizational terms, motivation means all the forces and mechanisms that enable organizational members to start working, to continue their work and to fulfill their duties willingly (İncir, 1984). Motivation is also defined as the voluntary participation of teachers and students in the teaching-learning process. Accordingly, in the process of motivation, there are behaviors such as taking responsibility, sharing, creating and enjoying learning. Motivation is a teacher and student centered concept. In order for students to be motivated, teachers should personally participate in educational activities with enthusiasm and enthusiasm (Aydın, 2001).

Research shows that interdependent groups of members are more likely to participate in the realization of goals under favorable conditions. Behaviors that jeopardize organizational goals occur especially when members' needs are not met.Behaviors such as resistance, defiance and avoidance of cooperation are in reality consequences, not causes.It is not right for a school administrator to be afraid of the groups in his/her school or to take some of them with him/her and others against him/her. Instead of trying to prevent the tendency of grouping in human nature, he/she should put these groups into action in a way that will help the realization of school goals (İncir, l990).They argue that when certain values or needs of the employee are met by the organization, the employee will reach satisfaction.Therefore, the organization should know the needs of the individual well and prioritize motivation.Some theories have been developed regarding the satisfaction of the employee with his/her job.These theories approach job satisfaction from different perspectives.

Method
Research Model
In this study, relational survey model was used.The relationships between teachers' job satisfaction and professional burnout, the differences between job satisfaction expectation level and job satisfaction realization level were examined in terms of variables such as length of service, position in the school, choosing the profession willingly or unwillingly, gender, graduated school, and burnout level in terms of the same variables.Since the relationships between two different situations that can affect each other are examined within the framework of various variables, the model of this research is relational survey (Gençer, 2002).

Population and Sample

The population of this study consists of primary school and kindergarten teachers in the 2005-2006 academic year in K.K.T.R. public schools. Since it was not possible to reach the whole population due to time and financial constraints, 56 primary schools were selected by disproportionate cluster sampling method.The measurement tool was given to 819 out of 1233 teachers and 547 of these were returned in a healthy way.

Measurement Tools

The research focuses on a scale developed by Gençer (2002) to measure teachers' job satisfaction. The content validity of the scale was measured by Gençer through an application on 50 teachers. The analysis showed that the scale was clear, comprehensible and reflective of the situation, and the Cronbach Alpha value was found to be 0.88.

The Burnout Inventory developed by Maslach and consisting of three subscales was used in the study. Emotional Exhaustion, Depersonalization and Personal Achievement subscales of the inventory were evaluated. This scale assesses burnout status.

An information form developed by the researcher was used to determine the demographic and professional characteristics of the teachers. It includes variables such as gender, age, length of professional service, position, graduated school.

Analyzing the Data

The data obtained from the scales were transferred to the SPSS package program.T test, F test, correlation analysis, Scheffe and Anova were performed with the data obtained.

Fındıngs

Findings and Comments on the Relationship between Primary School Teachers' Job Satisfaction and Occupational Burnout Levels

The first sub-problem of the study was determined as "Is there a relationship between primary school teachers' job satisfaction and professional burnout?".Accordingly, the following findings were obtained as a result of the analysis of the data obtained and shown in Table 1.

Table 1. The Relationship Between Job Satisfaction Realization Levels and Occupational Burnout Levels of Primary School Teachers

Groups	N	X	SS	sd	R	P
Realization Level	547	3,30	.518	546	-,385	,000*
Burnout Level	547	2,50	,673			

*p<0,01

As seen in Table 1, there is a negative correlation between teachers' job satisfaction realization and professional burnout. r"-.385, which is not very high, shows that there is a moderate negative correlation. p=.O5 at the significance level, this correlation is significant at .000 level, which means that burnout is affected by the explanation of job satisfaction realization level as 0.15. Based on these findings, it can be said that there is a negative correlation between job satisfaction and professional burnout. "In other words, as teachers' job satisfaction level increases, their occupational burnout level decreases. As the level of professional burnout decreases, the level of job satisfaction decreases.

Expectation Level and Realization Level of Job Satisfaction of Primary School Teachers Findings and Comments on the Relationships Between

The second sub-problem of the study was determined as "Is there a relationship between primary school teachers' job satisfaction expectation level and realization level?".Accordingly, the following findings were obtained as a result of the analysis of the data obtained and shown in Table 2.

Table 2. Expectation Level of Job Satisfaction and Realization Level of Primary School Teachers Relationship Between

Groups	N	X	SS	sd	R	P
Expectation Level	547	3,97	,578	546	,302	,000*
Realization Level	547	3,30	,518			

*p<0,01

As seen in Table 2, there is a positive relationship between teachers' job satisfaction expectation level and realization level. r=,302, which is not very high, but it shows that there is a positive relationship at a moderate level. p=,05 significance level, this relationship is significant at the level of ,000 and r2=(,302)2= 0.09, so it is seen that burnout is affected by the explanation of job satisfaction realization level as 0.09. In this study, the average of job satisfaction expectation level of teachers was found to be 3.97 and the average of job satisfaction realization level was found to be 3.30. It was seen that the expectation level of job satisfaction of the teachers was high but the realization level of their expectations was medium. As a general result, it can be said that job satisfaction is at a medium level. Birlik (1999), as a result of his research on the professional satisfaction of teachers and their understanding of education, it was seen that the fact that young teachers have excessive expectations decreases their level of satisfaction when they first enter the job. Gençer (2002) found that the expectation level of job satisfaction of teachers in general was high, but the level of realization of their expectations was low.

Whether Primary School Teachers Choose the Profession Voluntarily or not and Professional

The third sub-problem of the study was determined as "Is there a difference between the occupational burnout levels of primary school teachers according to whether they choose the profession willingly or not?".Accordingly, the following findings were obtained as a result of the analysis of the data obtained and shown in Table 3.

Table 3. The Test of the Difference Between Primary School Teachers' Whether They Choose the Profession Willingly or Not and Their Occupational Burnout Levels

Choosing the Same Task	N	X	SS	F	P
Yes	417	2,37	,592	36,592	0,000*
No.	55	3,05	,806		
Undecided	75	2.78	,704		
Total	547	2,50	,673		

*p<0,01

As seen in Table 3, according to the results of the analysis, there is a significant difference between the burnout levels of teachers according to their preference to do the same task again. (F(2-544)=r36,592, p<.05). In other words, teachers' burnout levels vary according to whether they prefer to do the same job again or not. The results of the Scheffe test conducted to find out between which groups the differences between the units are between are shown in Table 15. According to this, the burnout levels of those who said no to this task are higher than those who said yes and undecided (x = 3,05), then it is seen that the burnout levels of those who said undecided are also different from the other levels (x = 2,79). The burnout levels of those who said yes were lower than the others (x = 2,37). According to the findings obtained, it can be said that the level of burnout in teachers who choose the profession willingly is lower, the level of burnout in those who choose the profession involuntarily is higher, and the level of burnout in those who answer "undecided" is at a medium level. According to the results of the research, there is a significant relationship between doing a job willingly and the level of burnout in that job. It can be said that the burnout level of teachers who do their job willingly is low, while the burnout level of teachers who do their job reluctantly is high.

Findings and Comments Related to the Difference Between the Department of Graduation and Burnout Level of Primary School Teachers

The fourth sub-problem of the study was determined as "Is there a significant difference between primary school teachers' graduation department and burnout level?". Accordingly, the following findings were obtained as a result of the analysis of the data obtained and shown in Table 4.

Table 4. The Difference Between Primary School Teachers' Department of Graduation and Occupational Burnout Level

Graduation	İN	X	SS	F	P
Atatürk Teachers College (Atatürk Teachers Academy)	408	2,55	,683		
Classroom Teaching Department of a University	9	2,65	,476		
Faculty of Education of a University other than Classroom Teaching	71	2,26	,570	3,725	0.005
Department Not Affiliated to the Faculty of Education of a University.	37	2,32	,613		
Other	22	2,52	,779		
Total	547	2,50	,673		

As seen in Table 4, according to the results of the analysis, there is a significant difference between the burnout levels of teachers according to the school they graduated from. (F=3,725, p<,05). In other words, teachers' burnout levels vary according to the department they graduated from. Scheffe test was conducted to find out between which groups the differences between the units were. Accordingly, the lowest burnout (x=2,26) was observed in teachers who graduated from a university's faculty of education other than classroom teaching, and the highest burnout (x=2,65) was observed in teachers who graduated from a university's department of classroom teaching. In short, it is observed that there is a difference between the groups.

Conclusıons And Recommendatıons

According to the results of this study, there is a moderate positive relationship between teachers' job satisfaction expectation level and realization level.In other words, teachers' job satisfaction is realized in line with their expectations.The effect of this relationship on burnout was determined as 9%.In addition, a significant difference was found in terms of teachers' burnout levels according to their preference for the same job again.It was observed that task preference affected the burnout levels of teachers. According to the results, it was determined that the burnout levels of those who did not prefer the task were higher than those who said yes and undecided, and those who said undecided were different from the other levels. In addition, it was found that there was a significant difference between the burnout levels of teachers according to the school they graduated from. This shows that teachers' burnout levels may vary according to the departments they graduated from. According to the results, while the burnout level of teachers who graduated from a university's faculty of education other than classroom teaching was the lowest, the burnout level of teachers who graduated from the department of classroom teaching was the highest. As a result, significant relationships were found between teachers' job satisfaction and burnout levels, and it was also observed that job preference and school of graduation were effective on burnout levels. At the end of the research, the following suggestions were developed:

- Schools and educational institutions can develop support programs to increase teachers' job satisfaction and reduce their burnout levels.These programs should provide teachers with psychological support, professional development opportunities and strategies for coping with stress.
- A system can be established where newly graduated teachers are mentored by experienced teachers. In this way, teachers can share professional problems, share experiences and receive support for their professional development.

- Faculties of education could include teacher job satisfaction and coping with burnout in their pedagogical formation programs to provide better professional preparation for pre-service teachers. This can more effectively prepare pre-service teachers for their professional lives.
- Schools can identify the factors that affect teachers' job satisfaction and focus on improving these factors.A good school climate can increase teachers' motivation and reduce the risk of burnout.
- Schools can provide emotional support to teachers by offering psychological counseling services.These services can help with issues related to work stress, communication problems or professional development.
- School administrations can provide regular feedback to teachers to evaluate their performance and highlight positive contributions.This can increase teachers' motivation and positively affect their job satisfaction.- Teachers can be supported in balancing work and personal life. Measures such as flexible working hours, family-friendly policies and balanced distribution of workload can improve teachers' quality of life.

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THE RELATIONSHIP BETWEEN JOB SATISFACTION AND ORGANIZATIONAL COMMITMENT OF EMPLOYEES IN TOURISM BUSINESSES

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ABSTRACT
This research aims to evaluate the relationship between job satisfaction and organizational commitment of employees in tourism sector enterprises. The study is based on a large population of 9,280 employees working in 138 accommodation facilities operating in different districts of TRNC. Based on a sample of 507 respondents selected through a quota sampling method, the study examined the relationship between organizational commitment and the demographic characteristics of the respondents such as gender, age, marital status, educational level and professional seniority. According to the results of the study, the relationship between marital status and organizational commitment reveals various findings. While there was a significant difference between married and single participants in the emotional commitment sub-dimension, no such difference was found in other commitment sub-dimensions. In addition, it was determined that married participants had a higher level of satisfaction in the general satisfaction sub-dimension. However, the effect of marital status on intrinsic and extrinsic satisfaction sub-dimensions is not statistically significant. The fact that married participants have higher satisfaction levels in the general satisfaction sub-dimension indicates that marital status may have an effect on the general satisfaction level. When the relationship between educational level and job satisfaction was examined, it was determined that master's/doctorate graduates had higher satisfaction levels in the general satisfaction sub-dimension.However, in the sub-dimensions of intrinsic satisfaction and extrinsic satisfaction, it was observed that the level of education did not have a significant effect on job satisfaction.The relationship between professional seniority and job satisfaction was evaluated and a significant difference was found between professional seniority groups in the external satisfaction sub-dimension.No significant difference was found between professional seniority groups for other commitment sub-dimensions. The correlation analysis of the study reveals positive and statistically significant relationships between job satisfaction and organizational commitment. There is a strong relationship between intrinsic satisfaction, extrinsic satisfaction and general satisfaction sub-dimensions and emotional commitment, continuance commitment, normative commitment and general commitment. Regression analysis results show that general satisfaction has a positive effect on organizational commitment.
Keywords: Job satisfaction, intrinsic satisfaction, extrinsic satisfaction, organizational commitment.

Introduction
Problem Status
Job satisfaction is a basic concept that expresses the satisfaction an individual obtains from his/her business life. This satisfaction includes liking the individual's job, having positive feelings towards his job, and positive experiences in this field. Job satisfaction is of great importance for both the personal development of the individual and organizational success. From an individual perspective, job satisfaction positively affects the physical and mental health of the individual (Andıç and Karaca, 2023). Individuals who are satisfied with their jobs can keep their stress levels under control, establish a better work-life balance, and increase their overall life satisfaction. This situation increases the motivation and energy of employees and increases their productivity. From an organizational perspective, it increases job satisfaction, organizational commitment and employee loyalty. Individuals who are satisfied with their jobs are more committed and loyal to their organizations. This commitment encourages cooperation and interaction by creating a positive work environment within the organization (Koç and Ertürk, 2023).

Job satisfaction is affected by various factors. These factors include elements such as job content, working conditions, colleagues, employer and organizational culture. In addition, individuals' personal characteristics and expectations also affect job satisfaction. In this context, the complexity and diversity of job satisfaction is emphasized. Therefore, job satisfaction is a critical factor for organizations that affects not only the happiness of individual employees but also the overall performance of the organization. Focusing on job satisfaction can strengthen the sustainability and competitive advantage of the organization by increasing employee motivation and commitment (Ladikli and Arslan, 2023) .

Organizational commitment is a critical concept that expresses the level of loyalty and commitment an employee feels towards the organization. In this context, organizational commitment can be defined as the combination of an employee's desire to stay in the organization, his desire to exert more effort for the organization, and his belief in the goals and values of the organization. From an individual perspective, organizational commitment positively affects the physical and mental health of employees. Employees with high levels of organizational commitment can keep their stress levels lower, maintain better work-life balance, and increase their overall life satisfaction to higher levels. In addition, increasing organizational commitment positively affects the productivity and performance of employees (İşlek and Bakioğlu, 2023) .

From an organizational perspective, organizational commitment strengthens the efficiency and profitability of organizations. Engaged employees contribute more to their organizations, spend more effort to achieve organizational goals, and thus contribute significantly to the success of their organizations (Ates and Tecen, 2023). Among the factors affecting organizational commitment, elements such as job content, work conditions, colleagues, employer and organizational culture play an important role. At the same time, individuals' personal characteristics and expectations also determine organizational commitment. This complex interaction requires considering organizational commitment from a broad perspective. As a result, organizational commitment is a concept that creates an important interaction area at the individual and organizational levels and stands out as a critical element for sustainable success in business life (Aslan and Terzi, 2023) .

Job satisfaction and organizational commitment levels of employees in the tourism sector can generally be affected by factors such as the dynamic structure of the sector, service-oriented working conditions and interaction with customers. Within the scope of this information, the problem statement of the study is "Is there a relationship between job satisfaction and organizational commitment of employees in businesses operating in the tourism sector?" was determined as .

Purpose and Importance of the Research
This research aims to examine the relationship between job satisfaction and organizational commitment of employees in businesses operating in the tourism sector. Tourism is a dynamic and rapidly changing sector, and understanding the job satisfaction and organizational commitment of employees in this sector is of critical importance for the sustainability and performance of businesses. It creates significant effects on the job satisfaction levels, working conditions, intra-work relations and perceptions of career development of employees in tourism enterprises. This study aims to elucidate the potential effects of job satisfaction on organizational commitment levels of employees in businesses operating in the tourism sector. The findings of the research may contribute to tourism businesses better understanding employee satisfaction and loyalty strategies and developing effective policies in this field. Therefore, this study, which is expected to make a valuable contribution to the tourism sector, represents an important step towards an in-depth understanding of the relationship between job satisfaction and organizational commitment.

Hypotheses
The hypotheses of this research are as follows:
1. H1: There is a significant difference between marital status and organizational commitment.
   H0: There is no significant difference between marital status and organizational commitment.
2. H1: There is a significant difference between gender and job satisfaction.
   H0: There is no significant difference between gender and job satisfaction.
3. H1: There is a significant difference between marital status and job satisfaction.
   H0: There is no significant difference between marital status and job satisfaction.
4. H1: There is a significant difference between educational status and job satisfaction.
   H0: There is no significant difference between educational status and job satisfaction.
5. H1: There is a significant difference between professional seniority and job satisfaction.
   H0: There is no significant difference between professional seniority and job satisfaction.
6. H1: There is a significant relationship between job satisfaction and organizational commitment.
   H0: There is no significant relationship between job satisfaction and organizational commitment.
7. H1: Job satisfaction has an effect on organizational commitment
   H0: Job satisfaction has no effect on organizational commitment

Assumptions
research participants gave their answers to the scale questions sincerely.

Limitations
Research;

- With research participants,
- With the resources used,
- With the scale questions used in the research,
- It is limited to employees working in accommodation establishments in TRNC.

Definitions
Job satisfaction: It refers to an employee's general satisfaction with his job and working conditions (Çakır and Öztürk, 2023) .
Organizational commitment: It refers to a strong level of loyalty and devotion that an employee feels towards the organization he works for (Tamer and Bük, 2020) .

Theoretical Framework
Job satisfaction
Job satisfaction refers to an individual's overall level of satisfaction with their job. An employee's job satisfaction can be affected by a variety of factors, including working conditions, pay, career opportunities, relationships with colleagues and management style. A healthy job satisfaction can increase employee motivation, positively affect job performance, and improve the overall atmosphere in the workplace. Job satisfaction is of critical importance not only at the individual level but also for corporate success. Businesses can adopt various strategies to increase employee satisfaction; These may include measures such as fair remuneration, career development opportunities, effective communication and encouraging employee participation. A successful job satisfaction policy can increase employee loyalty and create a positive work culture within the business. Job satisfaction refers to the level of satisfaction an employee feels with his job. This concept is shaped depending on factors such as the employee's work environment, working conditions, salary, management style, career opportunities, relationships with colleagues and general work experience. Job satisfaction is a reflection of the positive or negative feelings an individual has towards their job and can affect an employee's motivation, commitment and performance. Job satisfaction can be affected by a number of factors (Aşan and Erenler, 2008).

"job satisfaction" is a concept that focuses on the social and psychological dynamics in the business world and has attracted wider attention in this context, especially since the mid-20th century. During this period, more emphasis began to be placed on the fact that work plays an important role in an individual's life, beyond being just a source of income, and on the level of satisfaction that employees derive from their jobs. Job satisfaction has emerged as a term that expresses the individual's emotional state and satisfaction with his/her job. This term evaluates the psychological effects of a job on an individual by addressing its effects on the employee's experiences, relationships, conditions, and expectations in the work environment. Work Satisfaction is of critical importance for both the individual's own personal development and overall performance and effectiveness at work. Research on job satisfaction in the second half of the 20th century has led businesses to adopt various strategies to increase employee satisfaction and strengthen their long-term commitment. These strategies include fair remuneration, healthy working conditions, career development opportunities and effective leadership practices (Çakır and Öztürk, 2023) .

Today, the concept of job satisfaction represents an important perspective that encourages businesses to focus not only on financial success but also on the happiness and well-being of their employees. Research and practice on job satisfaction continues to deepen the understanding of social dynamics in the business world and develop a variety of strategies to enable employees to have a more satisfying work experience. Job satisfaction in workplaces in the Turkish Republic of Northern Cyprus (TRNC) is an important concept shaped based on various factors. Employees at workplaces in TRNC generally evaluate job satisfaction by focusing on factors such as working conditions, wages and benefits, career opportunities, business relations and workplace culture (Araslı, Arıcı, & Araslı, 2016).

Definition of Organizational Commitment
Organizational commitment is a strong sense of commitment, loyalty and belonging that an individual feels to the organization he works for. This commitment refers to an emotional, cognitive and behavioral combination of the employee to his organization. Emotionally, the employee has strong feelings and commitment to the organization. Cognitively, it is important for the employee to internalize and adopt the goals and values of the organization. Behaviorally, the employee's positive behavior towards the organization, participation and intention to stay in the organization indicate organizational commitment (Tamer and Bük, 2020) .

Organizational commitment refers to the level of loyalty, attitude and commitment an individual feels towards the organization of which he is a member. This concept reflects the employee's desire to ensure long-term continuity within the organization by sharing the goals and values of the organization. Organizational

commitment occurs in a dimension that focuses both on the individual's job (job commitment) and on the general goals of the organization (organizational commitment). In this context, it is a factor that does not affect short-term situations and significantly affects business continuity. One of the main determinants of organizational commitment is important in understanding the behavior of people in the organizational structure. Characteristics such as employee performance, retention, job satisfaction, development and creativity are in a strong relationship with the level of commitment to the organization. Employees with high organizational commitment generally have long tenure, low turnover and high job satisfaction (Doğan and Kılıç, 2007).

In particular, the employee's commitment to the organization can provide an advantage for the business. High commitment can increase the employee's long-term contribution within the organization and support the stability of the organization. This may also have a positive impact on the employee's job satisfaction and development. Organizational commitment is a critical concept that expresses the emotional commitment of individuals to the organization. Employees with high organizational commitment generally have the potential to create longer-term value for the organization (Tokmak, 2018).

Method
Research Method
This research was designed as quantitative. Quantitative research is a type of research that objectifies facts and events and reveals them in an observable, measurable and numerically expressible way. Research that is repeatable and objectively revealed through observation and measurement is known as quantitative, that is, "numerical" research (Karasar , 2008).

Population and Sample
The population of the study consists of 9,280 personnel working in a total of 138 Accommodation facilities operating in the districts of Nicosia, Kyrenia, Famagusta, Iskele and Güzelyurt in TRNC (TRNC Economy Status Report, 2023). In this context, the sample of the study was determined by the quota sampling method. Quota sampling method is a sampling method in which a predetermined rate or percentage is used to include individuals in the population with certain characteristics or qualities in the sample. In this method, the researcher first determines the different groups in the universe and determines a quota for each group. Then, it selects the individuals to be included in the sample according to these quotas (Karasar , 2008). In this context, 507 employees were included in the study.

Data Collection Tools
Personal information form, Minnesota Job Satisfaction Scale and Organizational Commitment Scale were used as research data. In the personal information form, participants were asked questions about gender, age, marital status, education level and professional seniority.

the Minnesota Job Satisfaction Scale was used to evaluate job satisfaction in the study. This scale is derived from the long form of the Minnesota Satisfaction Scale developed by RV Davis , DJ Weiss , GW England , LH Lofquist . Items assessing satisfaction levels consisting of internal and external factors of the scale were used in 20 items within the scope of the research. The Minnesota Job Satisfaction Scale is a tool used to measure job satisfaction. The adaptation study of the scale in Turkey was carried out by Deniz and Güliz Gökçora from Hacettepe University . In this adaptation study, the scale was translated from English to Turkish and the translation process was checked by other linguists and found appropriate. In this way, a reliable tool was obtained to evaluate job satisfaction levels by using the Turkish version of the scale.

Meyer and Allen's Organizational Commitment Scale was used in the study to measure organizational commitment , and this scale consists of 18 questions. In order to evaluate the reliability of the scale, analysis methods applied to the job satisfaction scale were adopted. According to the results of the analysis carried out on the data of 125 employees participating in the study conducted by Urhan (2014) , the internal consistency of the organizational commitment scale was found to be Cronbach alpha coefficient was found to be $\alpha= 0.925$. This high internal consistency coefficient shows that the scale measures organizational commitment reliably and consistently.

Cronbach's Alpha coefficients were calculated to evaluate the reliability of the scales used in the study . Cronbach's Alpha value obtained for the Job Satisfaction Scale was found to be 0.715, and for the Organizational Commitment Scale was 0.834. These values show that both scales are at an acceptable level in terms of reliability.

Analysis of Data

In the study, data were analyzed using SPSS 28.00 program. First of all, the normality test of the scales was performed. The Kolmogorov-Smirnov test for job satisfaction and organizational commitment scales revealed that the data did not show a normal distribution. However, since the skewness and kurtosis values were in the range of ±1.5, it was accepted that the data conformed to normal distribution, as stated by Tabachnick and Fidell (2013). Since it was assumed that the data showed normal distribution, parametric tests were used in the research. T-test was used for comparisons between two groups, ANOVA for comparisons for more than two groups, and Tukey test for further analysis. Pearson test was used for correlations between participants' scale scores . This allows the relationships between the measures to be evaluated. Additionally , multivariate regression analysis was applied. This is used to evaluate the impact of multiple independent variables on the dependent variable.

Findings

Table 1. Demographic Information

		N	%
Gender	Male	263	51.9
	Woman	244	48.1
marital status	Married	293	57.8
	Single	214	42.2
Age	22-30 years old	55	10.8
	31-39 years old	208	41.0
	40-49 years old	167	32.9
	50-59 years old	77	15.2
Education	Primary/secondary education	290	57.2
	High school	50	9.9
	Licence	149	29.4
	Master's/Ph.D.	18	3.6
professional seniority	0-5 years	80	15.8
	6-10 years	109	21.5
	11-15 years	119	23.5
	16-20 years	121	23.9
	21 years and above	78	15.4
	Total	507	100.0

Considering the gender distribution of the 507 people participating in the research, 51.9% of the participants are men and 48.1% are women. In terms of marital status, 57.8% of the participants are married and 42.2% are single. When the distribution of participants by age groups is examined, 10.8% are between the ages of 22-30. Other age groups were determined as 41.0% (31-39 years), 32.9% (40-49 years) and 15.2% (50-59 years), respectively. According to education level, 57.2% of the participants are primary/secondary graduates, 9.9% are high school graduates, 29.4% are bachelor's degree holders and 3.6% are master's/doctorate holders. In terms of professional seniority, 15.8% of the participants have 0-5 years, 21.5% have 6-10 years, 23.5% have 11-15 years, 23.9% have 16-20 years, and 15.4% have professional seniority of 21 years or more.

4.2. Relationship Difference Analyzes Between Demographic Variables, Job Satisfaction and Organizational Commitment

H1 : There is $_a$ significant difference between marital status and organizational commitment.
H0 : There is no significant difference $_{between}$ marital status and organizational commitment.

Table 2. Marital Status Difference Between and Organizational Commitment

		N	Cover.	ss	F	p.
Emotional Commitment	Married	293	26.4949	4.64465	9,083	**0.003**
	Single	214	27.1589	3.63253		

Continuance Commitment	Married	293	26.3720	3.38634	2,157	0.143
	Single	214	27.2430	2.45845		
Normative Commitment	Married	293	25.3823	4.02185	0.351	0.554
	Single	214	25.2897	4.28012		
General Commitment	Married	293	78.2491	8.50922	0.952	0.330
	Single	214	79.6916	6.80708		

$p < 0.05$

When the relationship between marital status and organizational commitment was examined, various findings emerged according to different scale sub-dimensions. In the emotional commitment sub-dimension, a significant difference was detected between married and single participants (F = 9.083, p = 0.003). This shows that marriage status has an impact on the level of emotional commitment. While married participants received an average score of 26.4949, the average of single participants was determined as 27.1589. No significant relationship was found with marital status in the sub-dimensions of continuance commitment, normative commitment and general commitment. There was a statistically significant difference between married and single participants in the continuance commitment sub-dimension (F=2.157, p=0.143), normative commitment sub-dimension (F=0.351, p=0.554), and general commitment sub-dimension (F=0.952, p=0.330). No difference was found.

Difference Analyzes Between Demographic Variables and Job Satisfaction
H1 : There is a significant difference between gender and job satisfaction.
H0 : There is no significant difference between gender and job satisfaction.

Table 3. Difference Between Gender and Job Satisfaction

		N	Cover.	Ss .	F	p.
Inner Satisfaction	Male	263	55.0837	6.70370	0.178	0.673
	Woman	244	55.4918	6.89933		
External Satisfaction	Male	263	19.6502	3.09507	0.004	0.951
	Woman	244	19.6148	3.07772		
overall satisfaction	Male	263	74.7338	8.20663	9,741	**0.030**
	Woman	244	75.1066	8.63652		

$p < 0.05$

As a result of the statistical analysis conducted within the scope of the research, findings evaluating the difference between gender and job satisfaction emerged. In the internal satisfaction sub-dimension, no significant difference was detected between male and female participants (F = 0.178, p = 0.673). There was no significant difference between male and female participants in the external satisfaction sub-dimension (F = 0.004, p = 0.951). However, a significant difference was determined between gender groups in the general satisfaction sub-dimension (F=9.741, p=0.030). Accordingly, it was observed that the overall satisfaction averages of female participants were higher than male participants. These results show that gender has an impact on job satisfaction at the overall satisfaction level. On the other hand, it appears that gender does not have a significant effect on job satisfaction in the internal satisfaction and external satisfaction sub-dimensions. These findings indicate that gender differences between job satisfaction dimensions may vary according to sub-dimensions.

H1 : There is a significant difference between marital status and job satisfaction.
H0 : There is no significant difference between marital status and job satisfaction.

Difference Between Marital Status and Job Satisfaction

		N	mean	ss	F	p.
Inner Satisfaction	Married	293	55.7611	6.64390	1,467	0.226
	Single	214	54.6215	6.95807		

					F	p.
External Satisfaction	Married	293	19.7167	3.04391	0.710	0.400
	Single	214	19.5187	3.14099		
overall satisfaction	Married	293	75.4778	8.27836	9,885	**0.040**
	Single	214	74.1402	8.54587		

p <0.05

No significant difference was detected between married and single participants in the internal satisfaction sub-dimension (F=1.467, p=0.226). No significant difference was found between marital status groups in the external satisfaction sub-dimension (F = 0.710, p = 0.400). However, a significant difference was determined between married and single participants in the general satisfaction sub-dimension (F=9.885, p=0.040). Accordingly, it was determined that the overall satisfaction average of married participants was higher than that of single participants. These findings show that marital status may have an impact on job satisfaction at the overall satisfaction level. On the other hand, it appears that marital status does not have a significant effect on job satisfaction in the internal satisfaction and external satisfaction sub-dimensions.

H1 : There is ₐ significant difference between educational status and job satisfaction.
H0 : There is no significant difference between educational status and job satisfaction.

Difference Between Educational Attainment and Job Satisfaction

		N	Cover.	ss	F	p.
Inner Satisfaction	Primary/secondary education	290	54.6966	7.03262	1,924	0.125
	High school	50	56.4400	6.66137		
	Licence	149	56.0805	6.01183		
	Master's/Ph.D.	18	54.8333	8.67891		
External Satisfaction	Primary/secondary education	290	19.4517	2.99355	1,020	0.383
	High school	50	19.8000	2.84999		
	Licence	149	19.9664	3.16530		
	Master's/Ph.D.	18	19.3333	4.28403		
overall satisfaction	Primary/secondary education	290	74.1483	8.66817	6,180	**0.040** Master's/ PhD > others
	High school	50	76.2400	7.50662		
	Licence	149	76.0470	7.62671		
	Master's/Ph.D.	18	74.1667	11.49041		

p <0.05

As a result of the analysis, no significant difference was determined between the education groups of the internal satisfaction and external satisfaction sub-dimensions of the participants who were educated at the primary/secondary level (p>0.05). In the general satisfaction sub-dimension, the average of the participants with primary and secondary education was 74.1483, while the average of the participants with other education levels was 76.2400, 76.0470 and 74.1667, respectively. Statistical analysis showed that there was a significant difference between education groups in the general satisfaction sub-dimension (F=6.180, p=0.040). Accordingly, it was determined that the averages of Master's/PhD graduates were higher than others. These results show that the level of education may have an impact on job satisfaction at the general satisfaction level, but the level of education does not have a significant effect on the sub-dimensions of intrinsic satisfaction and external satisfaction.

H1 : There is ₐ significant difference between professional seniority and job satisfaction.
H0 : There is no significant difference between professional seniority and job satisfaction.

Difference Between Professional Seniority and Job Satisfaction

		N	Cover.	Ss .	F	p.
Inner Satisfaction	0-5 years	80	55.0750	7.55365	1,194	0.313

	6-10 years	109	54.6789	6.58264	
	11-15 years	119	55.0336	6.34587	
	16-20 years	121	55.2479	7.28958	
	21 years and above	78	56.7564	6.05856	
External Satisfaction	0-5 years	80	19.0125	3.38460	
	6-10 years	109	19.5505	3.22170	
	11-15 years	119	19.4370	3.12084	4,138	**0.045** 21 years and above >0-5 years
	16-20 years	121	19.8595	2.98414	
	21 years and above	78	20.3333	2.51575	
overall satisfaction	0-5 years	80	74.0875	9.44296	
	6-10 years	109	74.2294	7.99263	
	11-15 years	119	74.4706	8.24706	1,789	0.130
	16-20 years	121	75.1074	8.90393	
	21 years and above	78	77.0897	7.02719	

$p < 0.05$

Within the scope of the research, the relationship between professional seniority and job satisfaction was evaluated and no significant difference was determined between professional seniority groups regarding the internal satisfaction and general satisfaction sub-dimensions ($p>0.05$). In the external satisfaction sub-dimension, the average of the participants in the 0-5 years professional seniority group was 19.0125, while the average of the participants in the other professional seniority groups was determined as 19.5505, 19.4370, 19.8595 and 20.3333, respectively. According to the statistical analysis results of the research, a significant difference was determined between professional seniority groups in the external satisfaction sub-dimension ($F = 4.138$, $p = 0.045$). These findings show that the external satisfaction level of individuals with over 21 years of professional seniority is higher than those with 0-5 years of professional seniority. In other words, we can conclude that individuals who have gained more experience in business life obtain more external satisfaction from their jobs. This may indicate that long-term employees accumulate more experience in their jobs, gain more satisfaction from their jobs thanks to this experience, and therefore have higher levels of external satisfaction. These results show that professional seniority can be an effective factor on job satisfaction and that this effect is especially evident in the external satisfaction sub-dimension.

The Relationship Between Job Satisfaction and Organizational Commitment
H1 : There is $_a$ significant relationship between job satisfaction and organizational commitment.
H0 : There is no significant relationship $_{between}$ job satisfaction and organizational commitment.

Table 7. Relationship Between Job Satisfaction and Organizational Commitment (Correlation Analysis)

		Inner Satisfaction	External Satisfaction	overall satisfaction
Emotional Commitment	r	.123 **	.144 **	.152 **
	p.	0.006	0.001	0.001
Continuance Commitment	r	.124 **	.222 **	.181 **
	p.	0.005	0.000	0.000
normative Loyalty	r	.182 **	,one hundred *	.184 **
	p.	0.000	0.024	0.000
general commitment	r	,210 **	.217 **	.249 **
	p.	0.000	0.000	0.000

The correlation analysis carried out within the scope of the research revealed important findings to evaluate the relationship between job satisfaction and organizational commitment. Statistically significant positive relationships were determined between intrinsic satisfaction, extrinsic satisfaction and general satisfaction sub-dimensions and emotional commitment, continuance commitment, normative commitment and general commitment. Intrinsic satisfaction is related to emotional commitment (r=0.123, p=0.006), continuance commitment (r=0.124, p=0.005), normative commitment (r=0.182, p=0.000) and general commitment (r=0.210, p=0.000). It was found to be positively related. Similarly, external satisfaction was affected by emotional commitment (r=0.144, p=0.001), continuance commitment (r=0.222, p=0.000), normative commitment (r=0.100, p=0.024) and general commitment (r=0.217, p). =0.000) was found to have a positive and statistically significant relationship. General satisfaction is emotional commitment (r=0.152, p=0.001), continuance commitment (r=0.181, p=0.000), normative commitment (r=0.184, p=0.000) and general commitment (r=0.249, p=0.000). showed a significant positive relationship with .

These findings reveal that job satisfaction has a strong and positive relationship with the level of organizational commitment. Increasing the satisfaction that participants receive from their jobs increases their emotional commitment, continuance commitment, normative commitment and general commitment levels. It was concluded that this satisfaction at work strengthens employees' emotional, ongoing, normative and general commitment to their organizations.

The Effect of Job Satisfaction on Organizational Commitment
H1 : Job satisfaction has an effect on organizational commitment .
H0 : Job satisfaction has no effect on organizational commitment .

Table 8. Effect of Job Satisfaction on Organizational Commitment (Regression Analysis)

		Unstandardized Coefficients		Standardized Coefficients	t	p .
		B.	std . Mistake	Beta		
general commitment	Still	61,407	3,037		20,222	0.000
	overall satisfaction	0.233	0.040	0.249	5,783	0.000
emotional attachment	Still	21,016	1,678		12,526	0.000
	overall satisfaction	0.077	0.022	0.152	3,454	0.001
continuation commitment	Still	21,801	1,199		18,179	0.000
	overall satisfaction	0.066	0.016	0.181	4,144	0.000
normative commitment	Still	18,590	1,619		11,483	0.000
	overall satisfaction	0.090	0.021	0.184	4,197	0.000

The regression analysis of the study examined the effects of job satisfaction on organizational commitment. The findings revealed that overall satisfaction showed a positive and significant effect for the subscales of general commitment, affective commitment, continuance commitment, and normative commitment. The effect of general satisfaction on overall loyalty was determined as regression coefficient (B) 0.233, standard error 0.040 and beta coefficient 0.249 (t=5.783, p<0.001). Similarly, the regression coefficient of the effect on emotional commitment was found to be 0.077, standard error 0.022 and beta coefficient 0.152 (t=3.454, p=0.001). For continuance commitment, the regression coefficient was 0.066, the standard error was 0.016 and the beta coefficient was 0.181 (t=4.144, p<0.001). In the normative commitment sub-dimension, the regression coefficient of the effect of general satisfaction was determined as 0.090, the standard error was 0.021 and the beta coefficient was 0.184 (t=4.197, p<0.001).

These results show that increasing employees' job satisfaction levels positively affects organizational commitment by increasing their general commitment, emotional commitment, continuance commitment and

normative commitment levels. Job satisfaction appears to encourage employees to establish and maintain an emotional commitment to their organizations, develop a normative commitment, and increase their overall level of commitment. In this context, it can be emphasized that job satisfaction is a critical factor supporting organizational commitment.

Conclusion And Recommendations

According to the results of the research, the relationship between marital status and organizational commitment was examined and various findings were obtained. While a significant difference was detected between married and single participants in the emotional commitment sub-dimension, no such difference was detected in the other commitment sub-dimensions. Additionally, it was found that married participants had a higher level of satisfaction in the general satisfaction sub-dimension. The effect of marital status on the internal satisfaction and external satisfaction sub-dimensions was not found to be significant. However, the fact that married participants have a higher satisfaction level in the general satisfaction sub-dimension shows that marital status may have an impact on the general satisfaction level. When the relationship between education level and job satisfaction was examined, it was determined that master's/doctoral graduates had a higher satisfaction level in the general satisfaction sub-dimension. However, it was observed that the level of education did not have a significant effect on job satisfaction in the sub-dimensions of internal satisfaction and external satisfaction. The relationship between professional seniority and job satisfaction was evaluated and a significant difference was determined between professional seniority groups in the external satisfaction sub-dimension. This result shows that long-term working individuals obtain more external satisfaction from their jobs. No significant difference was determined between professional seniority groups for other commitment sub-dimensions. The correlation analysis of the study evaluated the relationship between job satisfaction and organizational commitment, and positive and statistically significant relationships were determined between intrinsic satisfaction, extrinsic satisfaction and general satisfaction sub-dimensions and emotional commitment, continuance commitment, normative commitment and general commitment. Regression analysis results revealed that overall satisfaction had a positive effect on organizational commitment.

In line with the findings of the research, suggestions can be developed to increase job satisfaction and organizational commitment within the company. First of all, significant differences were detected between married and single employees in the emotional commitment sub-dimension. This may require companies to help married and single employees balance their job satisfaction levels by offering special support programs to employees. Additionally, considering the impact of education level on overall satisfaction, training and personal development programs can be created within the company to provide special support to increase the overall satisfaction level of employees. The positive relationship between professional seniority and external satisfaction shows that long-term employees have higher external satisfaction. In this context, companies can evaluate the impact of professional seniority on extrinsic satisfaction by offering mentoring programs and career development opportunities for new employees. Strengthening the relationship between job satisfaction and commitment by organizing programs to strengthen communication, understanding employee satisfaction by using regular feedback mechanisms, and implementing recommended strategies within the company stand out as important steps. These recommendations can guide companies in improving employee experience and increasing organizational commitment.

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THE RELATIONSHIP BETWEEN TEACHERS' PERCEPTIONS OF EDUCATIONAL INSPECTORS' SUPERVISION STYLES AND THEIR TRUST LEVELS

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ABSTRACT
The main focus of this study is to understand the relationship between teachers' perceptions of educational supervisors' supervisory styles and their levels of trust. This quantitative study was conducted on 257 volunteer teachers selected from schools in TRNC using the Supervision Style Scale (SSS) and the Multipurpose Trust Scale. The findings of this study shed light on the relationships between teachers' preferences for supervisory styles and levels of trust depending on their experience, working hours and professional seniority. Regarding working years, it was determined that teachers with long term experience tended to adopt the non-directive style. In the analyses conducted according to professional seniority groups, it was observed that teachers with 21-30 years and 11-20 years of professional seniority adopted the cooperative style more. However, no significant relationship was found between trust levels and other supervision styles. These findings emphasize that there is no significant relationship between teachers' supervision preferences and their trust levels.
Keywords: Teacher, Inspector, Inspection, Trust.

Introduction
Problem Status
An effective supervision system and a safe cooperation with teachers are important for educational institutions to operate successfully, achieve set goals and achieve sustainable development (Öner and Türkoğlu, 2020). Audit processes are carried out by education inspectors and are implemented to improve the quality of education by contributing to the professional development of teachers (Tosun, 2021). Educational supervisors' approaches to teachers and their behaviors affect teachers' motivation, job satisfaction and cooperation skills. These interactions become more effective when educational supervisors exhibit a constructive, supportive and trust-building attitude. Supervisors' effective communication skills, establishing open communication channels and cooperation with teachers play an important role in achieving the goals of educational institutions (Tütüncü, 2021).

The existence of trust can create a positive working environment in educational institutions. It can increase teachers' levels of trust, cooperation, commitment and job satisfaction in administrators, colleagues and the educational institution. At the same time, teachers' tendency to take initiative and responsible behavior become more evident in an environment of trust (Taş and Akın, 2023). This can form the basis of an effective educational process that supports student success. High confidence levels of teachers have a positive effect on organizational variables. When the perception of trust is high, teachers' cooperation and communication skills increase, their stress levels decrease, and their conflict tendencies decrease. This strengthens communication in educational institutions, creates a healthy working environment and reduces resistance to change (Sökmen, 2019).

As a result, safe and supportive relationships that education supervisors establish with teachers are of great importance for the success of educational institutions (Degirmencioglu, Buruk, Kurt & Yinal, 2023). The existence of trust encourages effective communication, increases cooperation and increases the quality of educational processes (Uzun, 2018). This enables teachers to be more motivated, work more effectively, and create an educational environment that supports student success. In this context, the problem statement of the study is "Is there a relationship between teachers' perceptions of the supervision styles of education inspectors and their level of trust?" It was determined as.

Purpose and Importance of the Research
The main purpose of this study is to examine the relationship between teachers' perceptions of education inspectors' supervision styles and their trust levels. The supervision styles applied by educational inspectors may be an important factor affecting the professional development of teachers. In this context, how teachers perceive inspection processes is directly related to inspectors' methods, approaches and communication styles. The importance of the study is to understand how teachers' trust levels are shaped depending on their perceptions of supervision processes and to evaluate the effects of this relationship on cooperation, motivation, and

performance in educational institutions. This research will contribute to a more in-depth understanding of the relationship between the supervision styles of education inspectors and teachers, which is a critical issue in terms of educational management and teacher motivation.

Hypotheses

The hypotheses of this research are as follows:

1. H_1: There is a significant difference between the variable of working time in the institution and the supervision style scale.
   H_0: There is no significant difference between the variable of working time in the institution and the supervision style scale.
2. H_1: There is a significant difference between the professional seniority variable and the supervision style scale.
   H_0: There is no significant difference between the professional seniority variable and the supervisory style scale.
3. H_1: Multi-purpose trust scale with the variable of working time in the institution there is a significant difference between.
   H_0: Multi-purpose trust scale with the variable of working time in the institution there is no significant difference between them.
4. H_1: Multi-purpose trust scale with professional seniority variable there is a significant difference between.
   H_0: Multi - purpose trust scale with professional tenure variable there is no significant difference between them.
5. H_1: There is a relationship between teachers' perceptions of education inspectors' supervision styles and their trust levels.
   H_0: There is no relationship between teachers' perceptions of education inspectors' supervision styles and their trust levels.
6. H_1: The effect of teachers' perceptions of education inspectors' supervision styles on their trust levels.
7. H_0: The effect of teachers' perceptions of the supervision styles of education inspectors on their trust levels. There is no.

Assumptions

It is assumed that research participants gave their answers to the scale questions sincerely.

Limitations

Research;

- With the teachers who participated in the research,
- With the resources used,
- The scale used in the research is limited to the questions.

Definitions

Audit: Evaluating, controlling and reviewing the compliance of a process, an activity or an organization with established standards, rules, policies and procedures (Öner and Türkoğlu, 2020).

Inspector: A person who supervises, examines or controls a specific activity or process within or outside an organization or institution (Aydın, 2021).

Trust: It is defined as the belief, sincerity and sense of security that an individual or a group of individuals has in another or a system (Sökmen, 2019).

Theoretical Framework

Educational Audit

Educational auditing is a process carried out to evaluate the quality, effectiveness and suitability of an educational institution or educational program. This audit generally occurs in two main categories: internal and external audit. Internal audit is an evaluation process implemented within the educational institution itself. During this process, internal factors such as the institution's educational goals, curriculum, teaching methods, student achievements and student satisfaction are reviewed. Internal audit is carried out to determine the strengths of the institution, identify its weak points and develop improvement strategies (Çetin and Konan, 2020).

External auditing is usually carried out by independent organizations or the state. External audit of educational institutions usually aims to assess their compliance with certain standards and quality assurance. These audits are important to objectively evaluate the overall performance of institutions and determine their compliance with

quality standards. Educational supervision is an important tool to provide students with a better education, improve the quality of educational institutions and contribute to the development of the education system in general. This process encourages continuous improvement and helps educational institutions respond more effectively to the needs of society (Öner and Türkoğlu, 2020).

Educational supervision also includes a number of factors such as student success, faculty performance, resource management, physical infrastructure and management processes. Rigorous evaluation of these elements plays an important role in determining the overall effectiveness and sustainability of educational institutions. The data obtained during the education audit process is used to inform decision makers and make necessary improvements. This process ensures transparent management of internal processes and creates trust among stakeholders (Hajiyev, 2021).

Thanks to external audits, educational institutions can increase their reputation in society by proving their compliance with general standards. Educational supervision is a critical mechanism for the education system to continually evolve and adapt to changing needs. This process highlights the strengths of educational institutions and directs them to sustainable success, while also helping them identify their weak points and create development opportunities. Therefore, educational supervision is one of the cornerstones of a quality education system (Çetin and Konan, 2020).

Organizational Trust

Organizational trust refers to the belief of employees and stakeholders within an organization in each other, in the leadership level, and in the overall organizational goals. This trust is based on core values such as transparency, honesty, fairness and reliability. Organizational trust strengthens relationships within the organization, encourages cooperation and teamwork, and supports effective communication. Intrinsic trust includes the trust employees have in each other, in managers, and in the values of the organization. This environment of trust encourages open communication and allows conflicts to be resolved in a healthier way. The existence of trust increases employees' courage to make suggestions and creates an effective culture of collaboration within the organization. Consistency, transparency and fairness exhibited by leadership form the cornerstones of organizational trust. When managers lead with reliable and open communication, it increases employees' trust in the leadership level. This allows employees to feel more committed to the goals of the organization and establish a long-term business relationship (Sökmen, 2019).

Organizational trust covers not only relationships between employees but also customers, suppliers and external stakeholders. Trust in an organization contributes to the establishment of reputation and sustainable success towards the outside world. When trust is lacking, negative effects may occur within and outside the organization and long-term success may become difficult to achieve. Organizational trust is one of the cornerstones of an organization and contributes significantly to the creation of a healthy working environment. This atmosphere of trust increases employee motivation, strengthens business performance and supports the sustainable success of the organization. In the continuation of organizational trust, we also see factors that cause a series of positive effects to emerge within and outside the organization. Trust encourages employees to be more likely to take risks and share innovative ideas. This can increase the organization's capacity for continuous improvement and innovation (Sakalli and Örücü, 2019).

Organizational trust can help an organization manage change processes more effectively. When employees trust the leadership and the organization's strategies, they have a more positive attitude towards change. This can strengthen the organization's competitive advantage by increasing its adaptability. Organizational trust also has an economic impact. By encouraging trust, collaboration and teamwork, it can make business processes more efficient. This can lead to cost savings and increase the competitiveness of the organization. Organizational trust stands out as a critical element that positively affects the internal dynamics of an organization and strengthens its relationships with external stakeholders. An atmosphere of trust increases employee motivation, facilitates communication and creates a fundamental basis for long-term success. Therefore, leaders and managers making a conscious effort to establish and maintain organizational trust can make significant contributions to the sustainable success of the organization (Çelik and Gencer, 2019).

Method
Research Method
This research is a quantitative study. Quantitative research is often conducted using surveys, measurements, tests, questionnaires, databases containing numerical data, or other standardized measurements. This type of research tends to generalize over large groups of participants and aims to make sense of the findings using statistical analysis (Büyüköztürk et al., 2008) .

Population and Sample

The population of the study consists of 2000 teachers working in schools in Nicosia, Kyrenia, Famagusta, Iskele and Güzelyurt districts of TRNC. In this context, the sample of the study was determined by the simple non-elite sampling method. Simple non-elite sampling is a sampling method consisting of randomly selected individuals or units from a universe. In this method, each individual or unit has equal probability of being selected. Therefore, since each unit has a chance to be selected, the sample is likely to be representative (Büyüköztürk et al., 2008). In this context, 257 teachers who volunteered to participate in the study were included.

Data Collection Tools

Research data were collected with the Control Style Scale (WHO) and the All-Purpose Trust Scale.
Supervision Style Scale (WHO) is a measurement tool developed by Balcı (2012) and is designed to determine teachers' perceptions of the supervision style used by inspectors in the supervision process. The scale consists of three different dimensions: cooperative, non-directive and directive, and contains 21 items in total. WHO uses a 5-point Likert-type rating system to evaluate participants' perceptions of the audit process. Participants are asked to choose a value between 1 (Never) and 5 (Always) for each item. This rating system allows teachers to evaluate the style used by the inspector during the supervision process. There are a total of 8 items in the WHO's collaborative style subscale. The highest score that can be obtained from this dimension is 40 and the lowest score is 8. There are 7 items in the non-directive style dimension. The highest score that can be obtained from this dimension is 35 and the lowest score is 7. The directive style subscale consists of 6 items and the highest score that can be obtained from this dimension is 30 and the lowest score is 6. The response time of the scale is stated as approximately 10 minutes. WHO is used as a tool to understand and evaluate teachers' supervision styles in the supervision process.

Multi-Purpose Trust Scale; "The Omnibus T-Scale" is a measurement tool developed by Hoy and Tschannen-Moran (2003) and was used in this study to determine the confidence levels of teachers in primary schools. The original scale consists of three different dimensions: trust in the principal, trust in the colleague, and trust in the student-parent.

This scale was used as a reliable tool to evaluate teachers' organizational trust levels and was supported by internal consistency coefficients. Cronbach's Alpha value for the Control Style Scale is 0.831 and the number of items is 21. This value indicates that the scale generally shows good internal consistency. Above 0.70 is generally considered an acceptable level of reliability. For the Multi-Purpose Trust Scale, Cronbach's Alpha value is 0.942 and the number of items is 20. This suggests that it shows a very high internal consistency and that the scale is reliable.

Analysis of Data

The data collected in the study was analyzed using SPSS 28.00 program. First, normal distribution test was performed. In each case, the hypothesis that the variable has a normal distribution is rejected because the p value (Sig.) is less than 0.05. In this case, it is concluded that the data is not normally distributed. In this case, nonparametric statistical tests can be used. These tests evaluate differences between groups using medians, percentiles, or ranks. Some common nonparametric tests include: Mann-Whitney U Test: Used to test the difference in means between two independent groups. It makes comparisons based on the sorted form of the data. Kruskal-Wallis H Test: Used to test the difference between means among three or more independent groups. Evaluates median differences between groups by sorting the data.

Findings
Demographic features
Demographic variables of the participants are given in Table 1.

Table 1. Demographic Information of Teachers

		N	%
Gender	Woman	151	58.8
	Male	106	41.2
marital status	Married	150	58.4
	Single	107	41.6
Age	22-26 years old	42	16.3
	27-35 years old	142	55.3
	36-45 years old	41	16.0

	46 and above	32	12.5
Working time in the institution	more than 1 year	45	17.5
	1-5 years	one hundred	38.9
	6-9 years	90	35.0
	10 years and above	22	8.6
professional seniority	1-10 years	11th	4.3
	11-20 years	104	40.5
	21-30 years	137	53.3
	more than 30 years	5	1.9
	Total	257	100.0

According to this data set, which includes a total of 257 teachers, the rate of female teachers is 58.8% while the rate of male teachers is 41.2%. The rate of married teachers was 58.4% and the rate of single teachers was 41.6%. Looking at the age distribution, it is seen that the majority of teachers are between the ages of 27-35 (55.3%). In addition, it is seen that teachers vary in terms of working hours and professional seniority in the institution.

Descriptive Analysis Results of Scales

Table 2. Descriptive Analysis of Control Style Scale and Multi-Purpose Trust Scale

	Min.	Max.	mean	Ss.
Collaborative Style	7.00	30.00	25.7588	3.30780
Non-Directive Style	11.00	20.00	16.9805	2.33427
Router Style	9.00	20.00	16.6965	1.94688
Control Style (General)	53.00	103.00	88.1051	9.14428
Trust in Colleagues	16.00	30.00	20.6576	5.90348
Trust in Student-Parent	17.00	37.00	29.7782	4.86231
Trust the Manager	15.00	21.00	20.2685	1.01257
Trust (General)	52.00	88.00	70.7043	11.35395

The descriptive analysis conducted on the Control Style Scale and the Multiobjective Trust Scale provides basic statistics for the subscales and general scales of both measurement tools. While the minimum score of 7.00 and the maximum score of 30.00 was obtained under the Collaborative Style, the average score of this style was determined as 25.76. While a minimum score range of 11.00 and a maximum of 20.00 was observed under the Non-Directive Style, the average score for this style was calculated as 16.98. Under Directive Style, a minimum score of 9.00 and a maximum score of 20.00 were obtained, and the average score was found to be 16.70. While a spread between minimum 53.00 and maximum 103.00 points was observed in the Supervision Style (General) evaluation, the average score was determined as 88.11.

Within the scope of the All-Purpose Trust Scale, the mean score corresponding to the minimum score range of 16.00 and maximum 30.00 obtained under Trust in Colleagues is 20.66. The scores under Student-Parent Trust are minimum 17.00, maximum 37.00, and the average is calculated as 29.78. In the evaluation under Trust in the Principal, a distribution between minimum 15.00 and maximum 21.00 points was observed and the average score was determined as 20.27. While a spread between minimum 52.00 and maximum 88.00 points was observed in the Trust (General) measurement, the average score was calculated as 70.70.

Difference Analysis
H_1: There is a significant difference between the variable of working time in the institution and the supervision style scale.
H_0: There is no significant difference between the variable of working time in the institution and the supervision style scale.

Table 3. Supervision Style Scale with Working Time Variable in the Institution

Scale dimensions	Working time in the institution	N	Cover.	Comparison Between Groups
Collaborative Style	more than 1 year	45	128.62	$\chi^2= 1.073$; p=0.784
	1-5 years	one hundred	126.50	
	6-9 years	90	129.70	
	10 years and above	22	138.27	
Non-Directive Style	more than 1 year	45	135.53	$\chi^2= 23.001$; p = **0.031** 10 years and above > 1-5 years
	1-5 years	one hundred	125.20	
	6-9 years	90	126.74	
	10 years and above	22	142.18	
Router Style	more than 1 year	45	136.81	$\chi^2= 4.563$; p=0.287
	1-5 years	one hundred	129.39	
	6-9 years	90	126.38	
	10 years and above	22	121.98	
Control Style (General)	more than 1 year	45	133.86	$\chi^2= 3.002$; p=0.391
	1-5 years	one hundred	127.17	
	6-9 years	90	126.61	
	10 years and above	22	137.16	

p>0.05

In the intergroup comparisons made in the dimensions of Collaborative Style, Directive Style and Control Style (General), no significant difference was detected in relation to different working periods (p > 0.05). These results show that there is no statistically significant relationship between teachers' working hours and supervision style preferences. However, a significant difference was detected between the working time groups in the non-directive style, indicating that teachers' tendency to prefer this style may be related to their working time (p<0.05). In particular, it has been observed that teachers who have worked for 10 years or more have a higher average score than those who have worked for 1-5 years. This suggests that teachers with long-term experience may tend to prefer non-directive style more.

H_1: There is a significant difference between the professional seniority variable and the supervision style scale.
H_0: There is no significant difference between the professional seniority variable and the supervisory style scale.

Table 4. Supervision Style Scale with Professional Seniority Variable

Scale dimensions	professional seniority	N	Cover.	Comparison Between Groups
Collaborative Style	1-10 years	11th	122.64	$\chi^2= 22.725$; p = **0.047** 21-30 years > More than 30 years 11-20 years > More than 30 years
	11-20 years	104	129.25	
	21-30 years	137	129.98	
	more than 30 years	5	111.00	
Non-Directive Style	1-10 years	11th	116.50	$\chi^2= .469$; p=0.926
	11-20 years	104	129.39	
	21-30 years	137	129.98	
	more than 30 years	5	121.50	
Router Style	1-10 years	11th	126.86	$\chi^2= .296$; p=0.961
	11-20 years	104	127.57	

	21-30 years	137	129.91	
	more than 30 years	5	138.60	
Control Style (General)	1-10 years	11th	131.73	χ^2= 1.774; p=0.621
	11-20 years	104	129.65	
	21-30 years	137	129.18	
	more than 30 years	5	104.50	

As a result of the analysis, a significant difference was detected between professional seniority groups in collaborative style (p<0.05). This shows that, according to the Collaborative Style scores, teachers with 21-30 years and 11-20 years of professional seniority prefer a higher collaborative style than teachers with more than 30 years of professional seniority. No significant difference was detected between professional seniority groups on other supervisory style dimensions and general supervisory style (p>0.05).

H_1: Multi-purpose trust scale with the variable of working time in the institution there is a significant difference between.
H_0: Multi-purpose trust scale with the variable of working time in the institution there is no significant difference between them.

Table 5. Multi-Purpose Trust Scale with the Variable of Working Time in the Institution

Scale dimensions	Working time in the institution	N	Cover.	Comparison Between Groups
Trust in Colleagues	less than 1 year	45	126.88	χ^2= 1.902; p = **0.044**
	1-5 years	one hundred	126.05	10 years and above > Others
	6-9 years	90	127.83	
	10 years and above	22	151.55	
Trust in Student Parents	less than 1 year	45	126.44	χ^2= 1.450; p=694
	1-5 years	one hundred	126.91	
	6-9 years	90	130.79	
	10 years and above	22	136.41	
Trust the Manager	less than 1 year	45	130.39	χ^2= .477; p=0.924
	1-5 years	one hundred	129.46	
	6-9 years	90	127.31	
	10 years and above	22	131.02	
Trust (General)	less than 1 year	45	130.59	χ^2= .630; p=0.890
	1-5 years	one hundred	126.39	
	6-9 years	90	127.87	
	10 years and above	22	142.25	

Analysis results show that there is a significant difference in the "Trust in Colleagues" dimension in the "Multi-Purpose Trust Scale" depending on the working period (χ^2=1.902, p=0.044). According to these findings, it has been determined that teachers who have been working in the same institution for 10 years or more have a higher level of trust in their colleagues than other working tenure groups. It is thought that the experience gained during the working period and long-term relationships within the institution may be effective in increasing the trust in colleagues. However, no significant difference was found in the dimensions of trust in student-parent, trust in the principal and general trust depending on the duration of study. This means that the duration of teachers' employment in their institutions did not create a statistically significant change in the levels of trust in students-parents, principals and in general (p values are 0.694, 0.924, and 0.890, respectively).

H_1: Multi-purpose trust scale with professional seniority variable There is a significant difference between.
H_0: Multi - purpose trust scale with professional tenure variable There is no significant difference between them.

Table 6. Multi-Purpose Trust Scale with Professional Seniority Variable

Scale dimensions		N	Cover.	Comparison Between Groups
Trust in Colleagues	1-10 years	11th	156.50	
	11-20 years	104	115.85	χ^2= 9.076; p = **0.028**
	21-30 years	137	134.62	1-10 years > 11-20; 21-30; more than 30 years
	more than 30 years	5	188.00	
Trust in Student Parents	1-10 years	11th	138.32	
	11-20 years	104	116.07	χ^2= 4.833; p=0.184
	21-30 years	137	136.42	
	more than 30 years	5	174.00	
Trust the Manager	1-10 years	11th	82.55	
	11-20 years	104	129.02	χ^2= 1.818; p=0.611
	21-30 years	137	132.50	
	more than 30 years	5	135.00	
Trust (General)	1-10 years	11th	131.18	
	11-20 years	104	117.29	χ^2= 5.057; p=0.168
	21-30 years	137	135.99	
	more than 30 years	5	176.10	

A significant difference was detected between professional seniority groups in the Trust in Colleagues dimension (χ^2=9.076, p=0.028). This shows that teachers with 1-10 years of professional seniority have a higher level of confidence than other groups. On the other hand, no significant difference was found between professional seniority groups in the dimensions of Trust in Student-Parent, Trust in Principal and General Trust (p=0.184, p=0.611, p=0.168, respectively). These results show that teachers do not experience a significant change in their levels of trust in students-parents, principals and in general depending on their professional seniority.

The Relationship Between Teachers' Perceptions of Education Inspectors' Supervision Styles and Their Trust Levels

H_1 : There is a relationship between teachers' perceptions of education inspectors' supervision styles and their trust levels .

H_0: There is no relationship between teachers' perceptions of education inspectors' supervision styles and their trust levels .

Table 7. The Relationship Between Teachers' Perceptions of Education Inspectors' Supervision Styles and Their Trust Levels (Spearman Correlation Analysis)

		Trust in Colleagues	Trust in Student Parents	Trust the Manager	Trust (General)
Collaborative Style	r	-0.050	-0.065	-0.010	-0.052
	p.	0.424	0.296	0.879	0.410
Non-Directive Style	r	-0.046	-.128 *	0.035	-0.061
	p.	0.462	0.041	0.574	0.334
Router Style	r	-0.095	-0.107	-0.076	-0.119
	p.	0.130	0.086	0.223	0.057

Audit (General)	r	-0.067	-0.105	0.010	-0.074
	p.	0.282	0.092	0.873	0.240

According to the results of this analysis, there are generally low or weak negative correlations between teachers' perceptions of education inspectors' supervision styles and their trust levels. However, these correlations are not statistically significant (p>0.05). This shows that there is no significant relationship between teachers' supervision styles and their trust levels.

The Effect of Teachers' Perceptions of Education Inspectors' Supervision Styles on their Trust Levels
H_1: The effect of teachers' perceptions of education inspectors' supervision styles on their trust levels.
H_0: Teachers' perceptions of education inspectors' supervision styles have no effect on their trust levels.

Table 8. The Effect of Teachers' Perceptions of Education Inspectors' Supervision Styles on their Trust Levels (Regression Analysis)

	Unstandardized Coefficients		Standardized Coefficients		
	B.	Std. Mistake	Beta	t	p.
Still	93,177	3,597		25,905	0.000
Trust (General)	-0.077	0.054	-0.089	-1.428	0.154

According to the analysis results, the constant value was found to be 93.177 and this value represents the starting point of the regression equation. The standardized coefficient (Beta) obtained for the "Trust (General)" variable is -0.077. This coefficient shows that perceptions of supervision styles affect the overall level of trust. However, the p-value for the "Trust (Overall)" variable is 0.154, indicating no statistically significant effect. In other words, no significant effect could be detected between teachers' perceptions of education inspectors' supervision styles and their general trust levels.

Conclusions And Recommendations
The results of this research reveal important findings regarding teachers' perceptions regarding working hours, professional seniority groups and supervision styles. Regarding study times, a significant difference was detected between study time groups, especially in the non-directive style, indicating that teachers with long-term experience tend to prefer this style. In the analyzes made according to professional seniority groups, significant differences were found in collaborative style; It was determined that especially teachers with 21-30 years and 11-20 years of professional seniority preferred a higher collaborative style than those with more than 30 years of professional seniority. This shows that it is possible for experienced teachers to adopt a collaborative approach. In addition, a significant difference was found in the "Trust in Colleagues" dimension in the "Multi-Purpose Trust Scale" depending on the working period, showing that teachers who have worked for 10 years or more have a higher level of trust in their colleagues. However, no significant relationships were found in other trust dimensions (student-parent, principal and general trust) and between supervision styles and trust levels. This indicates that there is no significant connection between teachers' supervision styles and confidence levels. At the end of the research, the following recommendations were developed:

- Training programs and guidance can be provided to teachers to improve their leadership and direction skills.
- A collaborative learning environment can be encouraged by creating programs where experienced teachers can mentor new teachers.
- Activities and regular communication platforms can be created to increase trust within the institution.
- Participation in programs to develop general leadership skills may be encouraged.
- Teachers' needs can be better addressed by regularly conducting employee satisfaction surveys.

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